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DIVERSITY MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT AMONG PRIVATE HEALTH PROVIDERS IN KENYA: A CASE STUDY OF THE NAIROBI HOSPITAL

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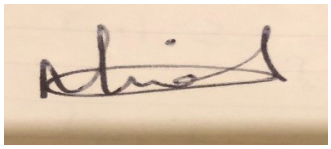
A DISSERTATION REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS IN DEVELOPMENT STUDIES IN THE DEPARTMENT OF DEVELOPMENT STUDIES, SCHOOL OF EDUCATION AND SOCIAL SCIENCES OF ST. PAUL'S UNIVERSITY.

MARCH 2025

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This project is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution.

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ABSTRACT

The development of health organizations is the ultimate goal for any country, especially in the 21st century. However, this is not always the case as health organizations fail to drive their mandate. TNH has been aspiring to attain superior performance and quality health care provision. However, the hospital continues to face organizational development challenges. This study investigated the effects of diversity management on organizational development with a special focus on The Nairobi Hospital, TNH. The study specifically examined the effects of gender diversity, personality diversity, generational diversity, and ethnicity diversity on organizational development goals at TNH. Two theories were employed: Social Identity Theory and Critical Race Theory. The study adopted a descriptive survey research design that utilized both qualitative and quantitative data. The study's target population was employees of TNH, comprising 50 in top management, 80 medical doctors, 137 nurses, and 250 support staff. Stratified sampling was employed to select a sample of the population for participation in the research. Subsequently, simple random sampling was used to obtain a sample from each stratum, consisting of 5 top management, 12 doctors, 36 nurses, and 120 support staff. Structured questionnaires and interviews were used to collect information from the selected respondents, with questionnaires providing quantitative data and interviews collecting qualitative data. Upon data collection, quantitative data was cleaned and entered into SPSS Software Version 28.0, where it was coded and prepared for analysis. The data was analyzed using statistical software for social science, generating descriptive and inferential statistics. Descriptive statistics entailed frequencies and percentages. A pilot study was conducted at Nairobi Women's Hospital, and face-to-face and content validity were used to ensure the validity and reliability of the study. The study found that diversity management is crucial in organizational development, as the data showed that employees believed that diversity in gender, ethnicity, generations, and personality plays a significant role in organizational development in terms of client satisfaction, financial growth, and employee satisfaction and retention. From the results, the study established that there exists a strong positive and significant relationship ($r = .641$, $P=0.000$) between gender diversity on organizational development at TNH, Kenya. The findings show the correlation coefficient ($r=0.597$, $P=0.018$) indicates that there exists a strong, positive and significant relationship between generational diversity on organizational development in TNH, Kenya. The findings indicate that there exists a moderate, positive and significant relationship ($r=0.504$, $P=0.026$) between ethnicity diversity on organizational development at TNH, Kenya. Finally, the findings indicate that there exists a moderate, positive and significant relationship ($r=0.504$, $P=0.026$) between effects of personality traits on organizational development at TNH, Kenya. The findings show that organizational development at TNH, Kenya is 54.6% as explained by gender diversity, generational diversity, ethnicity diversity and personality traits while 45.4% is the variation due to other factors which have not been covered in this study. From the findings, the researcher concluded that there is a significant awareness and concern regarding gender pay gaps and disparities at TNH. The study concluded that a significant majority of respondents believe that age diversity is considered during recruitment and hiring and that retention strategies are effective across age groups. The study recommends that TNH should continue to enhance its focus on age diversity in recruitment and hiring while addressing the concerns of those who are undecided or disagree. The researcher suggested that further studies should be conducted on the effectiveness of diversity policies and programs in

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organizations and diversity initiatives related to customer satisfaction and encourage more studies on diversity critical approaches, discursive approaches, practitioner/consultant approach and diversity theories to build up more scholarly work in this field.

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ABBREVIATIONS AND ACRONYMS

CRT: Critical Race Theory

HRM: Human Resource Manager

NACOSTI: National Commission for Science, Technology and Innovation

OCB: Occupational Citizenship Behavior

OCBs: Organizational Citizenry Behaviors

OCEAN: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism

SIT: Social Identity Theory

ISERC: Institutional Scientific Ethics Review Committee

TNH: The Nairobi Hospital

SPU: St Paul's University

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CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

This chapter explored diversity management internationally, nationally and locally. Furthermore, it will show how diversity or lack of it affects organizations, especially the healthcare sector. With a focus on The Nairobi Hospital, this chapter aims to explore the ways in which diversity management impacts organizational development among Kenya's private healthcare providers. By addressing underappreciated facets of diversity, such as ethnicity, and how they affect organizational dynamics, it hopes to advance knowledge of organizational development in Africa.

Organizational development is a dynamic field dedicated to enhancing organizational effectiveness and performance. In today's rapidly evolving environment, achieving this objective has become increasingly complex due to accelerated change and frequent disruptions in the business landscape. To meet organizational goals, it is essential to cultivate the skills, knowledge, and competencies of employees (Carnevale, 2018). Furthermore, there is increasing acknowledgement that effective organizational development practices significantly influence both individual and organizational performance (Wanjala, 2019).

Organizational development practices aim to enhance an organization's interactions with its external environment and optimize internal operations to achieve superior performance and improved quality of work life (Mokaya & Kipyegon, 2019). These practices involve aligning organizational structures with strategic objectives and goals. Research by Gohil and Deshpande (2021), Wang (2021), and Kithuka (2022) highlights that organizational development practices encompass key elements such as training, employee engagement, organizational culture, reward systems, employee motivation, and leadership structures.

Globally, Wang (2018) observes that many Chinese organizations have successfully implemented Western organizational development techniques, including creating a shared vision, establishing performance-based Human Resource management systems, and standardizing budgetary and cost control procedures. This organizational development and change successes are largely attributed to strong leadership, the standardization of

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management systems, a commitment to learning and training, and fostering strategic partnerships.

In Nigeria, the concept of organizational development has been adopted by various business managers and national leaders. This is exemplified by the transformational leadership changes driven by mergers and acquisitions in the financial sector starting in 2013, which significantly enhanced organizational development, particularly in the human resource domain (Lewis, 2018).

Kithuka (2019) conducted a study in Kenya to examine the impact of organizational development interventions on the performance of bank employees. The study found that factors such as a conducive workplace design, workforce diversification, and robust health and safety policies significantly influenced employee performance. Similarly, Wanjala (2019) investigated the relationship between employee engagement and performance in commercial banks, revealing a strong and significant positive correlation between employee engagement and overall worker performance.

Diversity management has become a crucial aspect of modern organizational strategies worldwide, with the goal of enhancing creativity, efficiency, and durability. Diversity management, which has its roots in organizations such as the American Civil Rights Movement, aims to provide fair chances for people from a variety of backgrounds in the workforce (Lynch, 2017).

Globalization has brought about a dramatic transformation in labor markets across the globe, resulting in a more diverse workforce due to factors like immigration and cultural mobility. Australia is a main example of this diversity, home to around 220 diverse nations and multiple languages spoken there (Mulu & Zewdie, 2021). Comparably, the workforces in the US and Indonesia are diverse, comprising a wide range of characteristics other than race, such as personality and religion (Mugwe & Mose, 2020).

Diversity management is a crucial topic in Africa, influenced by the diverse cultural, ethnic, and socioeconomic terrain of the continent. Sub-Saharan Africa presents both special opportunities and problems for diversity management due to its unique cultural, ethnic, and socioeconomic makeup, (Batmomolin et al., 2022). This diversity is demonstrated by nations like Nigeria, and South Africa, each of which has particular difficulties in organizational development and labor integration. Nigeria, a country rich in language and ethnic variety, has

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comparable difficulties in developing inclusive work environments that fully utilize the potential of its heterogeneous workforce.

In South Africa, apartheid created historical racial divisions, which is still navigating the challenges of managing diversity while emphasizing rapprochement and fair representation in the workplace (Bruno, 2021). Initiatives that support fairness, inclusive policies, and cultural competence are essential to supporting organizational success among varied populations in these and other nations in the region (Lemayian, 2022).

Local approaches to diversity management in Nairobi, Kenya have been molded by historical shifts brought about by post-colonialism and urbanization (Dobbin & Kalev, 2021). Nairobi, the capital city of Kenya, is a reflection of the socio-cultural dynamics of East Africa; organizations such as The Nairobi Hospital serve as living examples of these intricacies. The Nairobi Hospital overcame obstacles pertaining to workforce diversity and cultural inclusivity in the past by navigating a transformative journey that aligned diversity management with organizational growth goals. The hospital's approach to diversity management has been molded by Kenya's changing cultural landscape, which has been influenced by urbanization after independence (Lemayian, 2022).

By utilizing the different workforce demographics, diversity management seeks to reduce prejudice, promote inclusivity, and improve organizational effectiveness (Hogg, 2016; Yeswa & Ombui, 2019). Understanding how identities like gender and race affect organizational dynamics and leadership is supported by theoretical frameworks like critical race theory and social identity theory (McLeod, 2023). Due to differing community requirements and social expectations, healthcare organizations such as The Nairobi Hospital have particular difficulties in managing diversity (Curtis et al., 2019). The hospital's diversity management techniques are shaped by contextual elements such as healthcare inequities and government legislation (Olowookere et al., 2021).

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1.2 Statement of the problem

The development of organizations especially health organizations is the ultimate goal for any country especially in the 21st century (Misango, 2022). However, this is not always the case as health organizations fail to drive their mandate. TNH has been aspiring to attain superior performance and quality health care provision. However, the hospital continues to face organizational development challenges (Igadwah, 2021). The development of health organization is affected by several factors which constitute lack of effective diversity

management practices (Kiiru, 2022). Diversity of management is one of the main factors that impact the hospitals organizational development (Gomez & Bernet, 2019).

Despite growing acknowledgement of the significance of diversity management in organizational development in this century, there is still a lack of understanding about how diversity management practices at TNH affect its organizational development goals (Morrison, Lumby & Sood, 2006). TNH is currently facing diversity management challenges (Bruno, 2021). Comprehending how for example communication barriers, because of ethnicity, gender, generational gaps and personality traits influence employee interactions and affects organizational development is essential to designing diversity management plans that work and encourage inclusivity and hospital unity (Nunez-Smith et al, 2009).

Therefore, the purpose of the study is to investigate the effects of diversity management on organizational development among private health providers in Kenya. It has been identified by the many studies far too long that the aspect of ethnicity as a parameter of diversity management in labor force has been under looked at in many organizations in Kenya (Kipsang & Kagwe, 2022) and perhaps TNH is not exceptional. The aspect of ethnicity of divergent management has been an issue which Kenya as a country, Both the private and public sector organizations have been struggling to couple with. Moreover, the ethnic imbalance in many circumstances has not been addressed adequately. This study attempted to unravel the phenomenon impeding organizational development by investigating the effects of diversity management on organizational development among private healthcare providers in Kenya, with a specific focus on TNH in the 21st century.

1.3 Objectives of the Study

The main objective of this study was to to examine the effects of diversity management on organizational development among private health providers in Kenya through the case of The Nairobi Hospital.

1.3.1 Specific Objectives

The specific objectives of the study were to

i. Evaluate the effects of gender diversity on organizational development among private health providers in Kenya.
ii. Investigate effects of generational diversity on organizational development among private health providers in Kenya.

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iii. Examine the effects of ethnicity diversity on organizational development among private health providers in Kenya.

iv. Examine effects of personality traits diversity on organizational development among private health providers in Kenya.

1.4 Research Questions

The study was guided by the following research questions:

i. What are the effects of gender diversity on organizational development among private health providers in Kenya?

ii. Does generational diversity affect organizational development among private health providers in Kenya?

iii. What are the effects of ethnicity diversity on organizational development among private health providers in Kenya?

iv. What are the effects of personality traits on organizational development among private health providers in Kenya?

1.5 Significance of the Study

There have been challenges in the management of many private hospitals in Kenya. Besides that, TNH has been one of those facing challenges as result of management of diverse workforce in the country. The inability of TNH to function as a result of improper management of diverse workforce has impeded its organizational development. The findings of this study will propose strategies that will be helpful in management of workface diversity to foster organizational management of the hospital. The study will also propose policy change to the health sector especially the issue of ethnicity that has been improperly managed in order to foster development by embracing diversity.

The results of this study will be useful as a resource for academics and other researchers to further their research, as well as help health professionals and sector managers make the connection between research and practical applications. Additionally, the study will serve as a valuable reference point for upcoming investigations into organizational development and diversity management.

1.6 Scope of the study

This study examined the complex interplay between diversity management and organizational development at TNH. The scope included a historical examination of how

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ethnicity, gender, personality traits, and generational differences among hospital employees has shaped the organization's dynamics and work culture. The study also aimed to show how diversity management promoted organizational development at TNH, with a focused investigation on client satisfaction, employee happiness, and general organizational citizenship behavior among employees. The study was conducted between July 2024 and August 2024, with the staff of TNH serving as respondents.

1.7 Limitations of the Study

The multifaceted nature of diversity and the healthcare setup's strict confidentiality regulations may have limited the study's findings, as employees might have been reluctant to voice their opinions. Nevertheless, respondents were informed that their information would remain anonymous and confidential. Since information was obtained through a questionnaire and the interviewer could not confirm the accuracy of the responses, there was also a chance of response bias. To mitigate this, respondents were informed that the data would be used solely for academic purposes and that accuracy was essential. Additionally, they were told that recommendations to improve the workplace would be made based on this information.

1.8 Assumptions of the study

It was also assumed that participants would provide truthful and trustworthy responses, thereby minimizing response bias. The study was predicated on the idea that the chosen variables—gender, ethnicity, personality traits, and generational disparities—adequately reflected the diverse landscape of the hospital. Furthermore, it was assumed that although the results were specific to TNH, they might offer general insights applicable to healthcare institutions with comparable contextual and demographic features. Another assumption was that the legal framework would remain constant, as it typically does, ensuring no unexpected legal complexities arose during the study.

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1.9 Definition of Key Terms

Diversity Management:	An institutional procedure designed to encourage inclusion and diversity in the workplace. It involves putting policies and strategies into practice for hiring, managing and training.
Diversity	The practice of inclusion of people in terms of gender, ethnicity, age, race, religion and physical abilities or disabilities.
Organizational Development	An endeavor that aims to increase an organization's proficiency through metrics, rewards, personnel, structure, strategy, and management procedures.
Teamwork effectiveness	The efficiency of an organization's workforce to diligently pursue its goals, effort directed toward solutions to problems, and persistence in the face of difficulties and challenges.
Generational diversity	Having different age groups in the workplace at the same time.
Ethnicity diversity	The presence of people with varying ethnic and cultural backgrounds.
Personality diversity	people with different characteristics, interests, values and traits that are placed together
Gender diversity	Having both genders in the same place for example the workplace.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review is the critical and investigative assessment of what has been researched and studied by other researchers in a particular field or topic (Ajuoga et al, 2023). This chapter reviews literature from other studies about diversity management on organizational development. The literature is categorized into two parts, which are theoretical review and empirical review. This chapter also displays the conceptual framework from the literature, their variables and their indicators. Finally, research gaps are identified and a summary of the literature is stated.

2.1 Theoretical Framework

An overview of current theories that offer a strong foundation is called a theoretical framework (Lederman & Lederman, 2015). Theoretical framework as an anchor also provides methods and analysis and is very significant as it gives the study direction as well as complimenting or disapproving a phenomenon (Ajuoga et al, 2023). This study is anchored on the Social Identity Theory and the Critical Race Theory.

2.1.1 Social Identity Theory

The Social Identity Theory (SIT) was developed by Tajfel and Turner in 1986. However, the theory originated in the 1970s with a study that used the minimum group paradigm which showcased people's intrinsic desire to separate themselves from others based on groups. It further showed that people can go to any length to outshine other groups. SIT suggests that people build a sense of identity and belonging by classifying themselves and other people into social groups based on common characteristics (Harwood, 2020). This theory clarifies how social categorizations affect individual behaviors and interactions in the workplace, making it especially relevant in the context of diversity management (Hogg, 2016). SIT alludes that people tend to prefer people with similar identities as opposed to other people from other groups. This ultimately leads to tensions and a lack of cooperation at work.

The healthcare industry is a diverse industry consisting of people from different backgrounds ranging in gender, ethnicity, cultural and age (Massoud & Ayoubi, 2020). Mousa et al (2020) pointed out that individual diversity is based on group-based behaviors where people with

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similar behavior traits tend to fall into certain social groups and hence identify themselves with certain unique behavioral traits. In addition, Hogg, (2016) observed that social identity theory is more interested in both sociological and psychological aspects which affect the behaviors of individuals largely and has been attributed largely to the phenomena of diversity.

SIT is relevant to this study because studying these groups can give probable insights that may arise from the in-group formation. Therefore, addressing the social identities, this study can recommend diversity management practices which can bring inclusivity to TNH. These groups are based on broad objectives which can be used as leverage for organizational development and diversity management (Abrams & Hogg, 2006). Incorporation of SIT in this study is of utmost importance as the complexities of these groups can be unraveled and used to have better diversity management strategies and achieve organizational development.

SIT supports the four above stated specific objectives of the study meaning people group themselves either in ethnical groups, gender groups, personality groups or generational groups. However, SIT is limited in that it focusses on group memberships and ignores human beings' nature of being different racially which brings about the diversity issues. That is where Critical Race Theory (CRT) comes in to explain the need to first accept human beings for who they are racially and thus use it to solve diversity issues.

2.1.2 Critical Race Theory

Critical Race Theory or CRT as it is known originated from the legal world in the 1980s. It was advanced by Kimberlé in 1980. CRT acknowledges blatant racial differences and refuses to accept colorblindness of the people. According to the theory, CRT is a way of seeing, attending to, accounting for, tracing and analyzing the way that race is produced. Moreover, CRT is an intellectual movement that is both particular to postmodernism and part of a long tradition of human resistance and liberation.

CRT provides a strong theoretical framework that is specifically appropriate for knowing and resolving issues of discrimination and diversity within organizations (Ford & Airhihenbuwa, 2010). This theory offers a refined viewpoint that takes into account the structural and systemic components of racial and ethnic disparities in the workplace. Delgado & Stefancic

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(2023) define CRT as a movement and a collection of activists or scholars whose aim is to study and change the connection between racism and supremacy.

CRT emphasizes the acknowledgement of the diverse nature of the people and insists on equity in communal structures in order to have diversity work for people in the workplace. As stated by Ladson-Billings (2021), racism has become deeply cemented into the ways of humanity socially, politically and economically. Moreover, CRT concerns itself with both indirect and obvious forms of racism and thus insists on looking deeper at these subtle or indirect forms of racism as these are the ones that impede organizational development in the workplace. According to Professor Derrick Bell CRT is all about interest convergence. This means that people only practice racism if they gain from it, therefore advocates must look for ways to align and mix the interest of the 'superior races' and the 'inferior races' in order to have diversity working in the workplace (Ladson-Billings, 2021).

The media, political laws, and societal conceptions of race and ethnicity are the main area of study for Critical Race Theory. According to the CRT, racism is not just based on personal prejudices but is also systemic in a number of laws and regulations.

The theory is useful in understanding diversity in organizations by appreciating the value of diversity to the success of the organization. The theory advocates the need to root out prejudice by considering other societal aspects like ethnicity, social, economic and political. In the context of this study, the diversity of the workforce in TNH is critical towards its development. The theory anchors the third objective which seeks to examine the effects of ethnic diversity on organizational development at TNH, Kenya. Therefore, it seeks to establish the relationship between ethnicity and teamwork effectiveness among TNH's employees and how ethnicity influences communication patterns at TNH.

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2.2 Empirical Literature Review

Empirical literature reviews are made from the data based on direct observation or real data used in previous literature. It will be based on the measurable indicators of the independent variables which include gender, generational gaps, personality and historical ethnicity.

2.2.1 Gender Diversity and Organizational Development

A meta-analysis of the perceptions of women and work happiness at the workplace compared to men was conducted by Mousa et al (2020). Furthermore, they sought to understand whether work happiness and organizational citizenship go hand in hand. 260 participants

from public hospitals were interviewed and women were found to be more receptive to the diversity management policies than the men. However, gender had nothing to do with workplace happiness. On the other hand, it was found that workplace happiness positively affects physician's organization's citizenship behavior. In addition, it was found that diversity management practices have been key in motivating employees and thus promoting harmony in the workplace, the employees are satisfied and productive thus organizational development.

A study by Dwyer, et al (2003) on the influence of gender in management on firm performance found that women are still not valued as fully able individuals and as such they face the work ceilings fast. This has left management and high positions to be filled by men who in turn make all the decisions. As such, it was found that gender diversity is conditional and is moderated by men thus there is an effect in organizational development as beneficial gender diversity cannot be fully realized. Even though the number has risen, there are very few women at the top who can make any impact on the organization's development.

Ansari et al. (2016) did a study on diversity management and gender-sensitive practices. The study which was carried out by Federal Civil Service of Pakistan found that the public sector and its dealings in relation to gender inclusivity were a hoax and intentionally designed to be a reserve of men (Ansari et al, 2016). The same was witnessed in the policies guiding the workplace. These include job promotions, training and job hiring were found to have several obstacles for the females thus in turn women would have a generally poor performance. Poor performance in jobs means the women are not work happy thus insignificant change in organizational development.

A study on gender diversity in management positions and organizational performance by Hunegnaw (2017) used gender as a mediating role in organizational development. Hunegnaw states that an organization's success and competitiveness largely depend on its level of embracing diversity especially gender diversity in the workplace. The author says that the same way an organization's success is dependent on its diversity level is the same way its failure is dependent on diversity, especially on its leadership positions. Hunegnaw believes that gender diversity in the workplace gives an organization the necessary fit to rank up in the global markets. This is because gender diversity gives an organization the link to various talents, intellectual capital, reputation, creativity and innovation, corporate governance and

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effective leadership (Hunegnaw, 2017). He maintains that gender diversity in an organization is positively associated to organizational development.

In India, there is a wide gap between the number of females and males in the workplace. This was determined by Kaur & Arora, (2020) in their study about acknowledging gender diversity and inclusion as the key to organizational growth. They say the current trend is both current and historical however, the current workplace has started viewing women as a much-needed human capital. The researchers state that women in the workplace bring about business success and growth in that they bring productivity, decision-making skills, problem-solving skills and generally organizational performance (Kaur, & Arora, 2020). Indian organizations have started an inclusion policy for women in the workplace and this practice has acquired a core position in these organizations. They also give more reasons why gender diversity inclusion in the workplace in India is at the core of every organization's policy. Ghosh, (2016) did a study on gender and diversity in India and stated that women are facing a hard time getting work in the country since there are a lot of diverse features to choose from for example religion and caste thus, they have to first solve these diverse issues before considering women. Examining how gender affects diversity Naima (2016) concentrated on the representation of women in upper management positions in Indian companies. The study concluded that the primary causes of the low proportion of female executives in businesses are discrimination, unfavorable perceptions, and a glass ceiling for women in management. Organizations' HR manuals contain policies on gender inclusion for top management, but the efficacy of the organization is impacted when these policies and procedures are not properly implemented, carried out, and continuously monitored.

A study by Martins & Parsons, (2007) titled 'Effects of gender diversity management on perceptions of organizational attractiveness: The role of individual differences in attitudes and beliefs' states that it is important for organizations to manage the perception of gender diversity policies and programs in the workplace so as not to be seen as merely doing it to refute the claim that women have been discriminated upon. The study examines how gender-related attitudes affect other employees in the workplace, especially in gender diversity programs. Martins & Parsons state that organizations are now more interested in not only hiring competent personnel but also retaining them. A solution to this challenge was found in the recruitment of skilled and educated women.

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Organizations now want to attract more females in the workplace alongside minorities because diversity management if managed well, may enhance organization performance (Martins & Parsons, 2007). Therefore, this has seen the rise of many programs and policies that provide career push to ensure women are included in the organizations and in key positions. Organizations do this this because not only is the inclusion of women in the workplace beneficial to the company financially but it also gives a good reputation.

According to Ansari et al. (2016), there is disagreement among academics regarding the connection between workforce diversity and performance; however, most of them contend that a diverse workforce improves an organization's performance. Therefore, one of the main factors influencing the relationship between diversity and performance is the way a diverse workforce is managed. Positive performance results would result from it if it were managed well; negative performance results would come from improper management.

When examining how diversity affects organizational development, Hieker and Rushby (2017) noted that, depending on the size and complexity of the organization, a combination of interventions may be required to ensure gender parity rather than just one or two. Management finds these interventions appealing because they address problems that can contribute to an organization's overall development.

Hunegnaw Kebede (2017) states that gender diversity and organizational performance are positively correlated. Strong financial performance, intellectual capital, reputation and corporate governance, easy communication and a larger customer base, creativity and innovation, and effective leadership are all benefits of gender diversity for the company. Even though women are essential to an organization's success, there are a number of obstacles that prevent them from holding management positions, including cultural differences, personal and global obstacles, lack of mentors and support systems, and scrutiny. Examining strategies for achieving gender parity in senior leadership, strong corporate culture and core values are essential and necessary conditions for a successful gender equality strategy, according to research by Sarri and Troeng (2016). In order to achieve gender diversity in top management, a specific order of importance for the two factors is also identified.

Tardos et al. (2018) pointed out that organizational contexts in which specific diversity practices were implemented had a significant role in determining effectiveness, highlighting

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the relevance of the institutionalist theory. Furthermore, it was discovered by Khanna et al. (2017) that obstacles to gender diversity have a detrimental effect on the acceptance of gender diversity. The acceptance of gender diversity within an organization will be positively and significantly impacted by gender diversity programs. A noteworthy correlation was discovered between diverse gender initiatives and workplace acceptance.

Akobo and Damisah (2018) study on diversity management discourse from the African perspective, it was established that the lack of diversity management strategies is a hindrance to national development in Africa. In South Africa, Dibobo et al. (2022) noted that managing gender and racial diversity is an uphill task as the general perception even from the women themselves is that some positions should be left for men whereas, in Egypt, Mousa et al. (2020) established that gender, diversity management perceptions, workplace happiness correlated with organizational citizenship behavior.

In Rwanda, Barakagwira, (2021) states that Rwanda has given women a good portion of leadership roles and is currently leading in women empowerment. However, the author argues that some leadership positions still have few women in leadership positions for example in the sports management of the country. This the author says is as a result of women having little or no knowledge or interest in sports. On the other hand, Dusabe (2023) states that leadership positions for women in Rwanda are still low due to historical underpinnings which have made the general population believe that women should be active inside the house and have fewer outside interactions.

In Kenya, Otike et al. (2022) noted that workplace diversity remains a problem I organizations. However, the studies have not studied work diversity on development of hospitals. Chepkemoi et al (2022) also state in their study that there is a direct relation between gender diversity and employee performance. Gender diversity in the County Government of Bomet, Kenya yields positive results and urges the county government to put more emphasis on gender diversity in the county. Kirop & Oduor, (2017) on the other hand in their study on gender and organizational performance in Elgeyo Marakwet state that the county reported lots of issues when dealing with a diverse workforce thus women in the workforce are limited and as such there is limited information on the effects of gender and organizational development.

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2.2.2 Generational Diversity and Organizational Development

A study on the generation gap by Giancola (2006) in North America, argues that the current workplace is made up of diverse generations working together and that conflicts are expected to occur which in turn hinders organizational development. However, conflicts are overstated by consultants yet the theory is more myth than reality.

Hewitt (2005) in another study states that the generation gap is not an issue to undermine organizational growth since most of the workforce is now being carried remotely and online rather than in the office. Since most work is highly virtual, the generation gap is eliminated. In my opinion, unlike the two researchers, I believe that generation gap issues are real irrespective of whether work is remote or not. What needs to be done is to identify them and policies put in place that promote unity among employees because even if work is done remotely, the employees need to be a team to ensure the mission, vision and goals of the organizations are met.

A study by Angeline (2011) in Malaysia, asserts that what is termed as a generational gap for example the attitude, behaviors and work values are caused by economic, cultural, historical and social experiences and thus tensions and conflicts are inevitable. However, the author gives out strategies that if followed all the groups can work together and promote organizational development but without this, the company will face disharmony and chaos. This can also be set up by the administration setting good work cultures that ensure there are no blame games from any group.

Amayah and Gedro (2014) did a study on understanding the generational divide in the workplace. They agree that there are many more generations in today's workforce than seen before and with those workforces comes challenges. However, they believe that some of these generational gap issues are merely stereotypes and generalities as everybody is unique in their own way. The researchers therefore reviewed several years' worth of studies done on the subject and have developed issues with the generational gap, their implications on organizational development and challenges to the Human Resource. They believe that their suggestions are what is needed to successfully manage the multi-generational issues and close the gap and one such strategy is understanding and acknowledging the different group's

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unique features. When you understand you are able to make better decisions on work culture, organization culture and achieve organizational development.

In the US, Milligan (2016) did a study to show the conflicts associated with the four generations in the work place today. The author states that generational diversity issues must be addressed and failure to do so will lead to low productivity, employee frustration, reduced profits and high turnover rates (Milligan, 2016). The researcher studied people in key positions in the workplace for example business managers and supervisors and found out that there is indeed a lack of proper communication between these leaders and the employees from the four different generations. They also lacked the social know-how to bridge the gap between younger employees and older ones thus there was no solution in conflict resolution in the workplace. The author used McClelland's theory to research the attitudes, values and behaviors of the four generations in the workplace today. Just like Milligan, I believe that the values shared between these four generations differ by nature and should be addressed since the lack of conflict resolution will lead to failure of an organization.

The success of an organization is majorly affected by its leadership. Currently, we have four generations in the workplace who including Boomers, Gen X, Millennials and Gen Z, and some are in key leadership positions. The question here is, can generational differences influence leadership style and subsequently, organizational development? A study by Salahuddin, (2010) asserts that through interviews, the author found out that there are very significant differences in the leadership styles of these four generations in the workplace. However, there are also some similarities among them especially with the baby boomers and the generation x. They both believe that honesty and good communication as key for success in an organization. However, the boomers believe in working alone and being self-committed while the gen x believe in teamwork (Salahuddin, 2010). Organizations according to Salahuddin, (2010) have faced so many issues with the issue of generation gap in the workplace including employee retention, employee satisfaction, and productivity. A question here is, can Gen Z lead the boomers for example? In my view, the answer is yes because today's world is technical and digital. Most of the baby boomers and Gen X are not tech savvy and thus need the Gen Y and Z to teach them. Thus, can be achieved when both parties acknowledge the difference in times and allow themselves to learn from each other. The

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boomers can also in turn teach the Gen Y and Z to be patient and have better values at the workplace.

Sanders (2022) did a study on the evolution of diversity management in Nashville, Tennessee which aimed at exploring the achievement of employee satisfaction among the four workforce generations in the workplace today. Sanders states that there is a decline in employee happiness at work among the four generations. The author stresses the need for managers to find ways to address this issue and assist in putting policies in place to enhance harmony and unity in the workplace. Sanders (2022) found out in the study that managerial authenticity and effective application of diversity management policies are what can solve the differences in the generations in the workplace. Moreover, the author states the need for managers to find out the different needs of different generations and their preferences and thus work on how they can be assimilated to bring the employees together as a team. For example, the author says that management can incorporate diversity management training to eliminate chaos and discrimination based on age (Sanders, 2022). Sanders says there is a research gap that needs to be studied in relation to generational gap and diversity management. That is a focus on industries that have managed or are managing to diversify their organizations in accordance with generations.

In Nigeria, Chigudu (2018) and Inegbedion et al. (2020) argued that the lack of diversity had undermined the development or organization in the country. Opara, (2022) did a study on work ethics and values and generational gaps in Nigeria. The author states that generational gap diversity is a must if organizations want to achieve environmental sustainability. Additionally, the author states that the older generation has unique work ethics and the difference between the old and young generations is conspicuous. However, the author says that if both cohorts can work together and agree and effectively manage this difference then the workforce will realize huge innovations which will promote organizational development in the future.

In Kenya, Kipsang and Kagwe (2022) indicated that workforce diversity management influenced employee performance among non-governmental organizations in Nairobi, Kenya. However, the studies have not narrowed to diversity management in the health sector. Odhiambo et al (2018) did a study on the relationship between age and performance in Universities in Kenya. The authors found that age diversity directly influences performances

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positively and should be emphasized more. They state that the younger generation should be included as much as possible so as to bring out the energy and motivation needed in the workforce. Wangombe, et al (2013) also did a study on managing diversity in the workplace in Kenya. The authors state that any organization that fails to embrace age diversity in the workforce will also fail to attract clients and thus has no organizational development.

2.2.3 Ethnicity Diversity and Organizational Development

Weech-Maldonado, et al. (2020) did a study on Pennsylvania hospitals and their ethnic diversity and cultural competency. The study found that most of the hospitals in Pennsylvania did not actively recruit workers with diverse backgrounds and neither did they employ diversity management practices. According to Kyambi, (2015), intentional diversity management practices are a must in any workplace and the human resources management must put these measures in place as they are the ones that enhance client satisfaction since clients are able to receive appropriate culturally sensitive services. Additionally, ethnicity-embracing policies also mean that the workforce is diverse and thus internally provides employee satisfaction, improves in-house communication and thus organizational development can be achieved. The researchers insist that human resource management must come up with policies that ensure the employment, retaining, and handling effectively a diverse workforce. In so doing, clients will receive more diverse care and services (Ibrahim, & Paul, 2020).

Hunt et al. (2015) did a study on diversity and why it mattered. They first researched the relationship between diversity and company financial performance. The research was carried out in four countries namely, the United Kingdom (UK), the United States (US), Canada and Latin America. Data collected from a selected a sample of 300 respondents, found that the relationship between diversity and financial profitability was significant (Hunt et al, 2015). Organizations that were leading in diversity matters had better financial returns as compared to the rest who did not. The ones that did not practice diversity management did not even achieve above average in terms of financial returns.

According to Hunt et al (2015), these companies that did not implement diversity in the workplace were not only behind but were lagging way behind and some were even in the

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same industry. The study also found that ethnic diversity produced better results even way more than gender (Hunt et al. 2015).

Kenny and Briner (2010) did a study on exploring ethnicity in organizations. The research was done using British black Caribbean graduate employees on what their experience was in their workplaces since they are considered a minority ethnic group. The sample group stated that their ethnicity impacted hugely in their experiences in their respective workplaces. They talked of racial discrimination as being rife and on top of it there is social class and ethnic identity (Kenny & Briner, 2010). They also stated that career progress was hampered by their ethnicity and social class, especially in medium-sized companies. I think a gap in this research is that further studies should be conducted in the same area but with different ethnic people to determine if it cuts across. One thing that comes out is the psychological torture that comes with ethnic discrimination at the workplace and this hampers organizational development and employee satisfaction.

Ethnic discrimination is bad but what is worse is if the ethnic discrimination is coupled with gender discrimination at the workplace. Arifeen & Gatrell (2013) did a study on 'gender with ethnicity, nationality and religion' on British Pakistani women in key positions in the workplace. According to Arifeen & Gatrell, (2013), this group has remained in the shadows and has been marginalized in studies in all sectors. They do not have a voice especially being a large ethnic group in the UK. The fact that this group of people are facing numerous discriminations ranging from gender and ethnicity which has been overwhelming and thus impedes organizational development. On top of being discriminated against because of gender and ethnicity, these women are also discriminated on based on religion and nationality. The researchers state that there is a need for organizations to come up with intersectional policies that address such unique challenges of workers with intersecting identities in the workplace. Even though Arifeen and Gatrell (2013) have focused on gender and ethnicity and its impact on organizational development, the implications extend to broader topics on inclusion and diversity in the workplace as a prerequisite for organizational development.

A 2007 study by Pitts and Jarry on the relationship between ethnic diversity and organizational performance in the US, found that higher ethnic diversity levels can cause process-oriented issues at work and have a negative impact on results related to the

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workplace. Ethnic diversity is evident in organizations, according to Khurram and Giangiulio (2020), but a major problem is how diversity is distributed up the hierarchical ladder. Individual behavior is, therefore, a major contributing factor to the sharing of knowledge. Knowledge sharing can be hindered by barriers like communication and equal opportunity, but the main problem lies with the individual and what they are willing to do to share knowledge.

Mousa (2020) studying diversity management in Egyptian public contexts established that the lack of diversity among the public workforce in Egypt remains a notable problem. This assertion is also held by Alshaabani and Rudnák (2020) who argued that diversity management practices had positive influence on organizational climate.

In Sub-Saharan Africa, Nyambegera (2012) did a study on the relevance of managing diversity discourse in relation to ethnicity. Nyambegera argues that ethnicity is a key component in diversity and diversity management. The author went ahead and investigated whether ethnicity diversity discourse can be implemented to manage it. The author asserts that if African companies can practice inclusion rather than exclusion and embrace diverse ethnic communities in the workplace then this could enhance peace and organizational development (Kifordu & Ejindu, 2022). The author further states that the inclusion of ethnic diversity is the thing that organizations need to enhance their image to the world. Moreover, Kifordu and Ejindu (2022) argued that embracing ethnic diversity is key to fostering organizational development, especially in areas where ethnicity variation has been identified as an impediment to the development of various disciplines. In Uganda, Namutebi (2015) and Ereemye (2019) established that workforce diversity influenced the performance of an organization yet it was a problem in many organizations. Nyiramahoro (2018) study on diversity and service delivery in Kisoro, Rwanda gives insights into how ethnicity can hinder organizational diversity. Rwanda having suffered an ethnic instigated war, is very keen not to work along ethnic lines. The author states that ethnic diversity among the workforce in Rwanda has brought positive service delivery. He urges the government to ensure no stereotyping, bias or discrimination will be tolerated at work.

In Kenya, Otike et al, (2022) adopted descriptive research design. The study discovered that, when it comes to diversity and gender issues in an organization, female employees typically represent the minority. Nonetheless, there are instances where there is a slight increase in the

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proportion of female employees or equal gender representation. The study goes on to say that since most employees are single, family ideologies might not be effectively spread. Shore, et al. (2019) observed that there isn't enough evidence to say that ethnic diversity improves workgroup performance. Null and negative results, on the other hand, have been more prevalent. There is a knowledge gap because more research is undoubtedly required to define various conditions, such as the length of time spent in a group, the nature of the task, and different ethnicity combinations that may have different effects on performance due to ethnic diversity.

Examining various facets of workplace diversity according to Roy (2022), there is a statistically significant positive correlation between ethnic diversity and organizational performance. Of them, age diversity affects organizational performance the most, while gender diversity has a smaller impact. Since ethnic minorities often have weaker formal or social ties with their coworkers due to cultural differences, they improve organizational performance by monitoring accountability and transparency of financial concerns. Additionally, they contribute to the value of decision-making within their diverse culture by offering distinct perspectives that significantly improve the performance of businesses by taking group thinking into account. On the other hand, Kirop and Wanjere (2017) noted that hiring a workforce with a variety of ethnic backgrounds fosters better decision-making, increased creativity and innovation, better marketing success, better distribution of economic opportunity, and competitive advantage. Additionally, the study shows that the relationship between workforce diversity and organizational performance is mediated by senior management accountability, need assessment, improved strategy, effective communication, team building, and evaluation.

Likewise, Wangombe et al. (2013) and Nyakoi (2020) indicated that skewed workforce diversity was hurting public organizations in Kenya. In addition, Mande, et al (2020) in their study about the relationship between cultural diversity and worker performance in Western Kenya and Mwangi, (2021) on diversity and worker performance in civil servants in Kenya both illustrated the positive effects that ethnic diversity brings in the workplace. Both authors suggest an emphasis on ethnicity in organizations as a way of achieving organizational development. The previous studies have not narrowed to ethnicity and diversity and how they have influenced the development of the health sector indicating both conceptual and contextual gaps.

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2.2.4 Personality Traits Diversity and Organizational Development

The definition of the term personality according to Barrick et al (2004) in their study on personality and work, states that personality is one of the most abstract words in our language and is discussed in broad connotations. They further delve deep by stating that personality is the dynamic organization within the individual of these psychosocial systems that determine his unique adjustments to his environment. In their study, the researchers argue that the big five factors in personality are what makes a human being. The big five include openness, conscientiousness, extraversion, agreeableness and neuroticism (OCEAN). When implemented in any human being and discussed in the workplace, organizational development can be achieved as these traits can be molded, taught or learnt over time through experiences.

A meta-analytic study was carried out by Hurtz & Donovan (2000) to study the big five measures to look for during recruitment. The researchers state that the factors will enable Human Resource Management to predict the job performance of an individual in order to have only people who are fit to work together to enhance organizational development. According to Hurtz & Donovan (2000), in the 1990s, personality trait testing was not preferred as a lot of bias was detected from the recruiters as they argued that personality was not a predictor of job performance. Moreover, the panelist asserted that personality tests were not adequate nor valid enough to make conclusions on who to recruit and who not to recruit (Hurtz & Donovan, 2000). However, with the coming of the big five, panelists began showing optimism in it and said that earlier validity and bias issues were because there lacked a proper common framework to use to make the decisions. Therefore, it was concluded that personality goes hand in hand with job performance as the individual's strengths were tested in accordance with the job. In short, better job performance is dictated by personality thus the more the individual scores on the big five the more profitable they are and thus organizational development can be achieved.

The intricate interactions between the psychological diversity climate, human resources management practices, personality traits, job satisfaction in a multicultural workforce, and performance are examined in a study conducted by Al Doghan, et al (2019). Their study looks at how these variables affect organizational outcomes in the setting of a multicultural workforce in an effort to fill in knowledge gaps in the literature. The researchers offer

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insightful information about the mechanisms underlying job satisfaction and performance in various organizational settings through a practical analysis. They do this by providing a thorough analysis of how HRM practices and the psychological diversity climate affect employee performance and satisfaction. The researchers offer a detailed understanding of how individual differences interact with organizational factors to influence outcomes by incorporating personality traits as moderators (Al Doghan, et al, 2019). Their findings deepen our understanding of the challenges associated with managing diversity and emphasize the need to take organizational and individual factors into account when trying to foster positive outcomes in multicultural workplaces.

The study by Al Doghan, et al, contributes to the first-hand understanding of the connections among personality traits, human resources management practices, psychological diversity climate, job satisfaction, and performance in multicultural work environments. This means that for organizational performance and organizational development, personality traits and HRM practices must be taken into account. Their study offers insightful information to companies looking to maximize productivity through the development of welcoming, encouraging environments that value the unique differences among respective stakeholders.

Studies by Jouber (2017) and Jackson (2019) noted problems related to workforce diversity in organization in South Africa. According to the studies, personality trait was highly considered in the organizations during recruitment. However, they did not pinpoint the impact of workforce diversity on organization development. In Morocco, Hassi et al. (2015) noted that diversity is better perceived by foreign workers in Morocco and is most prevalent in the services industry. In Ghana,

Korankye et al. (2021) indicated that personality traits had an influence on organizational commitment. Ameyaw et al (2020) study done in Ghana states that OCEAN qualities in the workplace are positive reinforcements to organizational development apart from the trait of agreeableness which the authors failed to find a connection with performance. A study by Joshua, et al (2014) in Ghana also agrees with the fact that personality is the positive reinforcement to use to solve conflicts in the workplace and also used to communicate effectively hence organizational development.

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In Kenya, Mayabi (2021) states that individuals who possess the OCEAN personality have the easiest time at work. This is because they are able to communicate, solve conflicts and work as a team with colleagues in the workplace. Obita (2019) also agrees on the same and adds that personality is the biggest contributor that makes cohesion at work a possibility. The previous studies done have not narrowed to the effect of personality traits and diversity management on organizational development with a specific focus on health care organizations hence conceptual and contextual research gaps.

Sikalieh and Mkoji (2012) did a study on the 'influence of personality dimensions on organizational performance' which looks into how personality factors affect how well an organization performs, with a focus on how personality traits and diversity management affect organizational growth. The researchers investigated how individual personality traits affect organizational outcomes and how well diversity management techniques promote organizational development through practical analysis. The research sheds light on the complex dynamics at work in organizational settings and provides insightful information about the relationship between personality traits, diversity management, and organizational performance (Sikalieh & Mkoji, 2012).

Through the integration of theoretical frameworks from organizational behavior and personality psychology, Sikalieh & Mkoji(2012) offer a thorough understanding of how individual differences in personality traits affect communication patterns, conflict resolution strategies, and the effectiveness of teamwork within diverse workforces which hinder organizational development in the organization. Their empirical findings add to the body of empirical literature by emphasizing how crucial it is to take personality dimensions into account when developing and putting into practice diversity management plans that are meant to promote organizational development (Sikalieh & Mkoji, 2012).

The researcher's study contributes to the empirical comprehension of the relationship between personality traits, diversity management, and organizational development. It offers significant insights for companies looking to maximize their workforce's strengths and minimize any obstacles arising from individual personality differences thereby enhancing organizational development. Therefore, personality traits and organizational development are more correlated.

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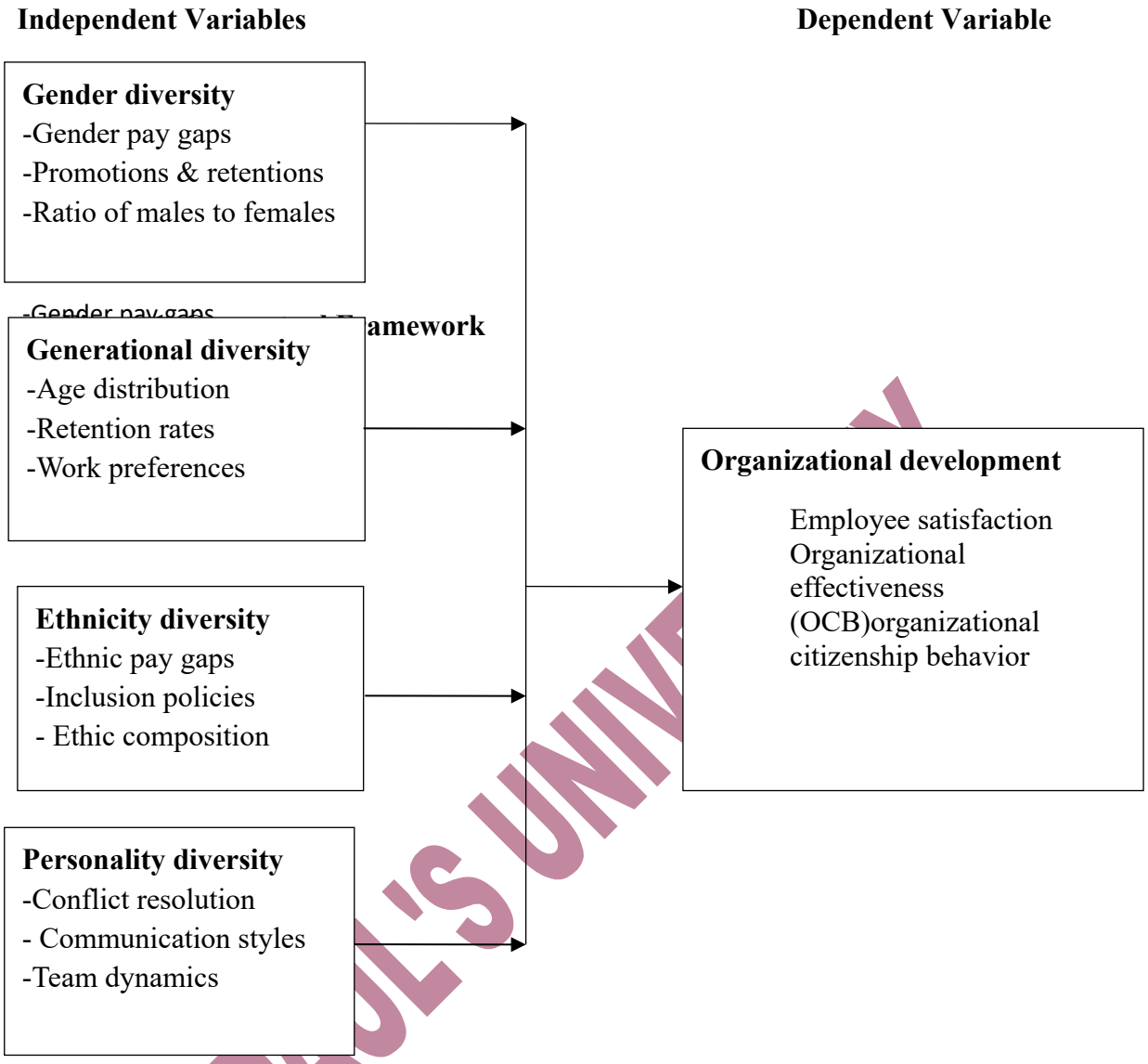
2.3 Conceptual Framework

A conceptual framework shows the anticipated connection between your variables (Ravitch, & Riggan, 2016). It illustrates what the reader expects to find in the study and the variables of the study. The study's independent variable is diversity management and the dependent variable is organizational development. A dependent variable is a variable whose value is determined by other variables in the study, especially the independent variable. Figure 2.1 shows the conceptual framework for this study. It is expected that ethnicity, gender, personality traits and generation gaps affect organizational development significantly. Further, the study expect that is relationship is moderated by organizational size, culture and nature of the industry.

The predictor variables of the study comprise diversity management, ethnicity, gender, personality traits and generational gaps. The dependent variable is the organization development of TNH. It is postulated that diversity management, ethnicity, gender, personality traits and generational gaps have a significant impact on the organizational development of TNH. In addition, the effect of diversity management, ethnicity, gender, personality traits and generational gaps on the organization development of TNH is moderated by organization size, location, industry type, organization culture and legal requirements.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter focused on the methodology employed by the researcher in obtaining the necessary and sufficient information that was analyzed to answer the research questions or, alternatively, address the study objectives. These included the research design, population study, sampling, sample size, data collection instruments such as questionnaires and interviews, data collection procedure, pilot study, reliability, validity, data analysis and presentation, and ethical considerations.

3.1 Research Design

Research design according to Hunziker & Blankenagel (2021) is a road map or a strategy that is developed by the researcher to bring together all the components of the study in a logical way to find solutions. The research adopted a descriptive survey research design that gave both qualitative and quantitative data. Through the methodical collection and analysis of data, descriptive survey research design provides insightful information on the features of a population or phenomenon (Rea and Parker (2014). Additionally, it offers a thorough picture of attitudes, actions, or perceptions across a sizable sample. This design is helpful in both academic and practical settings to assist policy creation, strategic planning, and decision-making since it is especially beneficial for spotting trends, patterns, and correlations. Its systematic methodology guarantees dependability and permits cross-group or cross-temporal comparisons, augmenting its usefulness in producing empirical data to efficiently tackle a range of study inquiries.

3.2 Study Area

The research was conducted in TNH in Nairobi, Kenya's capital city. Specifically, the hospital is located in Upper Hill as shown in appendix IX. TNH started in 1954 as a European Hospital. Currently, TNH has a capacity of 355 beds with outstanding facilities manned by professional nurses, and this has made the hospital a top preference in the region (Yeswa, & Ombui, 2019). The hospital has a workforce consisting of 50 top management employees, 217 medical doctors and nurses and 250 support staff (Nairobi Hospital, 2023).

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3.3 Target Population

In research, the target population refers to a group of people specifically and intentionally chosen in order to ascertain information concerning a particular research topic (Creswell, 2015). This is the group that sampling is done to generate primary data. The target population for this study is TNH employees who are the top management who include the Chief Executive Officer (CEO), the Human Resource Manager (HRM) and the other departmental managers, medical doctors and nurses and the support staff. The top management employees are 50 in number, while the medical doctors and the nurses are 217 in number. The last group which is the support staff total up to 250 which brings the whole team to a total of 517.

3.4. Sampling design and procedure

Sampling can be defined as the selection of a section of the target group from the target population to be used for the study to generalize the whole target population (Wu & Thompson, 2020). This study used a stratified sampling method which means selection within pre-defined groups. This means that each category was placed in their respective strata. The percentages of the sample group are as follows, 36% of top management which means only 18 people were used, 50% of doctors participated in the study thus only 40 doctors were used for the study, 47% of nurses were used making it only 65 nurses sampled and finally the support staff had 50% of the group making it 125 support staff used as sample. A summary of the numbers in these groups is presented in the table below.

3.4.1 Sample size

Based on the percentage of each stratum relative to the target population, the sample size was 173, with the percentage breakdown of the sample group as follows: 10% of top management, meaning only 5 people were included; 15.5% of doctors, with 12 doctors sampled for the study; 26.5% of nurses, resulting in 36 nurses being sampled; and finally, 48% of the support staff, equating to 120 support staff members. A summary of the numbers in these groups is presented in Table 3.1 below.

Table 3. 1: sample size

Category	Target Population	Sample	Percentage
Top Management	50	5	10%
Medical Doctors	80	12	15.5%
Nurses	137	36	26.5%
Support Staff	250	120	48%
Total	**517**	**173**	**100%**

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3.5 Data Collection Instruments

Data collection instruments are forms and means of how data is collected in the field. They include questionnaires, inventories, surveys and interviews. This study employed the use of questionnaires and key informant interviews to collect data from the field.

3.5.1 Questionnaires

A questionnaire is a set of questions that are well set in order to extract information from the sample group (Kara, 2019). Questionnaires are good because they collect data on a large population in a quick manner thus saving time and money. Secondly, questionnaires give immediate feedback especially when they are self-administered. The study used questionnaires to collect data from medical doctors, nurses, and support staff, as the questionnaires could be answered privately and sent via email if a respondent was uncomfortable with face-to-face meetings. Additionally, participants could complete the questionnaires at their own convenience, even at home, to ensure truthful responses and accurate data. As a result, the study distributed 168 questionnaires—12 to medical doctors, 36 to nurses, and 120 to support staff. The questionnaire for doctors, nurses, and support staff was divided into five sections and comprised a total of 11 questions. Section one covered demographics, section two addressed gender diversity, section three focused on generational diversity, section four explored ethnicity diversity, section five discussed personality diversity, and the final section dealt with organizational diversity. The questionnaire is included in Appendix III.

3.5.2 Key Informant Interviews

Interviews, which are face-to-face formal meetings between two or more people, were used to collect data from the top management employees, including the CEO, HRM, and other departmental managers of TNH. The study distributed 5 interview guides to the top management, who were not part of the sample for which questionnaires were administered.

Firstly, interviews were best suited for the top management since they possessed adequate information regarding the organization's Diversity Management. Additionally, they were responsible for overseeing the implementation of organizational policies and strategies, and they held overall responsibility for all organizational activities.

Secondly, interviews provided immediate feedback, allowing the researcher to gather data quickly while saving time and money. Lastly, the flexibility of interviews made them ideal

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for top management, who had limited time. Interviews could be conducted anywhere, even while taking the lift to their offices. The researcher could also limit the number of questions depending on time constraints and focus on only the critical ones.

3.6 Data Collection Techniques and Procedure

In order to collect data, the researcher obtained an introductory letter from the university. This puts on notice to the management of the TNH that the research is purely for academic purposes and nothing else. Thereafter, participants were selected from TNH's pool of top management, medical doctors, nurses and support staff through email invitations and announcements posted on internal communication channels.

The study employed the use of questionnaires and interviews to collect data. Therefore, eligible participants received an electronic copy of a structured questionnaire via a secure online survey platform. Items on personality traits, effective teamwork, communication styles, and conflict-resolution techniques were all covered in the questionnaire. Participants received detailed instructions on how to fill out the questionnaire along with a time limit within which they must reply. Periodic reminders were sent out in an effort to maximize response rates and promote participation. The interviews were conducted through face-to-face meetings during scheduled times by the top management.

Ethical consideration was conducted before commencement of the study where the goal of the study, eligibility requirements, confidentiality protocols, and voluntary participation were all covered in a recruitment script. Before any further data collection activities took place, those who were interested in participating were asked to give their informed consent which was passed through the Human r=Resource Management. Participants chosen for interviews were contacted individually to set up a convenient time for the discussion. An interview guide was used to ensure consistency across interviews while also giving participants the freedom to explore their experiences and perspectives in depth.

After data collection using questionnaires and interviews, the data was sorted out. Quantitative data was sorted to ensure there is completeness and incomplete data was discarded. Quantitative data gathered from questionnaires was entered into the SPSS version 28 and coded ready for analysis. Qualitative data from interviews were transcribed verbatim and arranged for thematic analysis. Data analysis entailed identifying themes and

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relationships in the dataset in order to answer the research objectives and questions. The findings from interviews and questionnaires were combined to answer the question of diversity management on organizational development at TNH.

3.6.1 Pilot study

To ensure the reliability of this study, firstly, the researcher conducted a pilot study at a nearby private hospital called Nairobi Women's Hospital. The sample used 2 top management, 8 doctors, 12 nurses and 30 support staff a total of 52 employees. The pilot study employed 52 individuals since it's just for a pilot study so there's no need for a larger sample. The samples used here were not used at TNH since there is a tendency for these people working across many private hospitals. Secondly, even though some questionnaires were sent by email the researcher went to collect data personally three times a week at the study site.

3.6.2 Reliability of Research Instruments

Reliability means the degree to which data from the field is able to give similar results over and over again when subjected to the same conditions or environment, therefore data that has consistency in results is said to have a high reliability. Instruments used in data collection were assessed to test for the reliability of the study. The reliability of the measurement Indicators was tested using Cronbach's alpha coefficient (α). The Cronbach's alpha ranges from 0-1 (Heale &Twycross, 2015). The instrument was reliable since the study variables attracted Cronbach's Alpha coefficients of 0.7 and above. According to Daud et al. (2018), Cronbach Alpha less than 0.6 is considered low.

Table 3. 2 Results of Reliability Testing

Study Variable	Number of Items	Cronbach's Alpha Coefficient
Gender diversity	7	0.735
Generational diversity	8	0.974
Ethnicity diversity	7	0.886
Personality diversity	8	0.898
Organizational development	6	0.785
Average	**7.2**	**0.855**

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3.6.3 Validity of Research Instrument

Validity is the accuracy of the data collected and data collection tools in a study (Bolarinwa, 2015). This study employed the use of two validity tools. First, content validity was used to test validity whereby questionnaires and interviews were created using existing literature and expert opinions in the fields of organizational behavior and healthcare management. Content validity was ensured by reviewing the items and questions in the survey instruments to ensure that they were adequately addressing the research objectives while also covering relevant aspects of personality traits, teamwork, communication, and conflict resolution. This criterion uses peers and supervisors in making the content of the questionnaires and interviews. The peers bring their expertise on the theoretical aspects of the data collection tools whereas the supervisors bring their expertise on practicability and clarity of the data collection tools.

The second criteria to test for validity was face validity which can be defined as the authentication of data collected to have measured what it intended to measure (Smith & Albaum, 2005). Before data collection began, a panel of experts familiar with TNH's context reviewed the questionnaire and interview guides to ensure that the items were relevant, comprehensible, and appropriate for the target population. Feedback from pilot testing with a small sample of participants was solicited to evaluate the instruments' clarity and face validity. This therefore means that face validity relied heavily on experts and stakeholders' opinions. The experts and stakeholders checked whether the data collection tools, in this case, the questionnaires and interviews, covered what is critical and answered the aim of the study. Also, a very important face validity stakeholders is the sample population used in the data collection (Gupta & Falk, 2017). Their opinion on whether the data collection tools resonated with the aim of the study and their experiences at the study site.

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3.7 Data Analysis and Presentation

Qualitative data collected via interviews was analyzed by employing a content analysis technique. Content analysis, according to Mayring, (2021) is a data analysis tool which sets out themes, words or concepts from qualitative data. Content analysis involves mostly observation and item descriptions (Mugenda & Mugenda, 2003). This research perfectly suits the use of content analysis since it gives space for comparisons of words, their trend and frequency. After gathering data using content analysis, the researcher transcribed it. Finally, the researcher then compared the results with previous literature and gave recommendations

as they concluded their study. The qualitative findings will be triangulated with the quantitative findings from the questions.

As for quantitative data, both descriptive and inferential statistics were employed. Quantitative data was imported to SPSS Version 28. The descriptive statistics comprised of percentages. Simple summaries of the sample and measurements of variability are provided by descriptive statistics, which condense the key elements of the dataset. Inferential analysis for example the use of Pearson's correlation was used to assess the nature of association of the study variables as conceptualized in the conceptual framework. In addition, multiple linear regression was employed to determine the influence of diversity management, ethnicity, gender, personality traits and generational gaps have a significant impact on the organization development of TNH. Finally, the quantitative result output was presented using tables which is crucial because it ensured that the findings of the study were well communicated and presented.

3.8 Ethical Considerations

Before commencing the study, the researcher performed ethical considerations. This means that the researcher carried out the study in a manner that is morally acceptable. Therefore, the researcher first sought approval from the University in order to carry on. This authorization is obtained from St Paul's University (SPU) Institutional Scientific Ethics Review Committee (ISERC). After getting this approval, the researcher next sought approval from (NACOSTI). Then the researcher sought permission from the management of TNH in order for its employees to participate in the study. Next, the participants were made aware of the study and its intended purposes. They were then requested to participate willingly and no form of coercion, intimidation or incentive took place in order for them to participate. The participants were further assured of anonymity and confidentiality; thus, no names or contacts were taken. They signed a form to show consent to participate willingly. Furthermore, the participants were made aware of the risks, benefits and the extent of protection they have should they decide to participate in the research. In order to ensure further confidentiality and anonymity, the number of people who will have access to this data was also restricted.

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CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter presents findings and discussions on the effects of diversity management on organizational development at TNH. The first part presents the response rate. The descriptive and inferential findings respectively are then presented and discussed. The findings are in line with the objectives of the study.

4.2 Response Rate

Response rate is defined as the number of questionnaires that are filled completely and returned or collected against the questionnaires that are issued to the respondents. To this effect, 173 questionnaires were issued out of which 151 were fully completed representing an 87%response rate which was way above the accepted questionnaire return rate of 70% (Nulty, 2008). Table 4.1 below shows the response rate.

Table 4. 1: Response Rate

Responses	Frequency	Percentage
Expected response rate	173	100%
Received	151	87%
Unreceived	22	13%

Source: (Field Data 2024)

4.3 Background Information

The study examined the background information of respondents with respect to their gender and working experience.

4.3.1 Age of the respondents

The respondents were also asked to indicate the age bracket they belonged. The findings are presented in Table 4.2.

Table 4. 2: Age of the respondents

Age	Frequency	Percentage
Under 24 years	5	3%
25-30Years	25	17%
31-35Years	17	11%
36-40 years	52	34%
41-45 years	17	11%
More than 46 years	35	23%
Total	**151**	**100**

According to the findings, 3% of the respondents indicated that they were less than 24 years, 17% stated they were in the age of 25-30 years, 11% stated they were in the age of 31-35

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years, 34% of the respondents stated that they were in the age of 36-40 years, 11% of the respondents were in the age of 41-45years while 23% stated they were above 46 years. The results indicate that the age of the respondents was well distributed.

4.3.2 Gender

The respondents' gender was of particular interest to the study. Table 4.3 illustrates respondents spread in terms of gender.

Table 4. 3: Genders

Gender	Frequency of genders	Percentage%
Male	78	52%
Female	73	48%
Total	**151**	**100**

It was established that of all of the respondents who filled and returned the questioner correctly 48% were female males while 52% were male. This implies that most of the respondents were male. This response shows that the organizations employees are fairly balanced according to gender. This therefore means that they take gender diversity seriously and have incorporated all genders in order to achieve organizational development.

4.3.3 Work Department

The researcher wanted to determine the department in which the respondents work in. The results emanating from the analysis are presented in Table 4.4.

Table 4. 4: Work Department.

Position	Frequency of employees	Percentage
Administration	31	21%
Medical Services	19	13%
Nursing	45	30%
Finance	16	11%
Human Resources	7	5%
Information Technology	15	10%
Support Services	18	12%
Total	**151**	**100**

From the findings 21% of the respondents stated that they worked in administration, 13% of the respondents stated that they work in medical services, 30% of the respondents stated that they work in the nursing department. 11% of the respondents stated that they work in the finance Department, 5% of the respondents work in Human Resources, 10% of the

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respondents stated that they work in Information Technology department while 12% of the respondents stated that they work in the Support Service Department.

4.3.4 Years of Experience at TNH

The researcher wanted to determine the number of years respondents worked at The Nairobi Hospital. The results emanating from the analysis are presented in Table 4.5.

Table 4. 5: Years of Experience at TNH.

Position	Frequency of employees	Percentage
1 year	29	19%
1-2 years	23	15%
3-5 years	24	16%
6-10 years	42	28%
More than 10 years	33	22%
Total	**151**	**100**

From the findings 19% of the respondents stated that they worked for 1 year, 15% of the respondents stated that they have worked for a period of 1-2 years, 16% of the respondents stated that they have worked for 3-5 years, 28% of the respondents stated they have worked for a period of 6-10 years while 22% of the respondents stated that they have worked for more than 10 years. This implies that all the respondents are knowledgeable in matters of the hospital and thus are able to give quality information regarding diversity management and organizational development after working there for a significant amount of time.

4.4 Descriptive and Qualitative Analysis of Study Variables

The study requested respondents to give opinions in regard to the effects of gender diversity on organizational development at TNH, Kenya, to investigate the effects of generational diversity, to examine the effects of ethnicity diversity and to examine the effects of personality traits on organizational development at TNH, Kenya. A scale of five points where 5, 4, 3, 2, and 1 represented strongly disagree, agree, undecided, agree, and strongly agree respectively. Their responses were assessed and analyzed. In this section, the findings with respect to the aforementioned are presented.

4.4.1: Effects of gender diversity on organizational development at TNH, Kenya

The first objective of the study was to determine the effects of gender diversity on organizational development at TNH, Kenya. The results are shown in Table 4.6

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Table 4. 6: Effects of gender diversity on organizational development at TNH, Kenya

Gender Diversity	SA	A	U	D	SD
I am aware of any gender pay gap policies and initiatives at TNH	51%	28%	8%	7%	5%
I have personally experienced or observed gender-based pay disparities in the organization	66%	23%	0%	7%	4%
I believe that men and women are paid equally for the same roles at TNH	38%	47%	3%	4%	7%
Gender pays gaps negatively impact employee morale and motivation at TNH	59%	24%	0%	8%	9%
Promotions are awarded fairly to both men and women based on merit at TNH.	59%	28%	0%	5%	8%
Gender diversity in leadership positions is essential for organizational development	46%	39%	2%	0%	13%
I have witnessed or experienced gender bias in promotion decisions	53%	31%	3%	6%	7%

From the findings, 79% of the respondents agreed that they are aware of any gender pay gap policies and initiatives at TNH, 8% of the respondents were undecided that they are aware of any gender pay gap policies and initiatives at TNH while 12% of the respondents disagreed that they are aware of any gender pay gap policies and initiatives at TNH. In addition, 66% of the respondents strongly agreed that they have personally experienced or observed gender-based pay disparities in the organization, 23% of the respondents agreed that they have personally experienced or observed gender-based pay disparities in the organization while 11% of the respondents disagreed that they have personally experienced or observed gender-based pay disparities in the organization. From the analysis 38% of the respondents strongly agreed that they believe that men and women are paid equally for the same roles at TNH, 47% agreed that they believe that men and women are paid equally for the same roles at TNH, 3% were undecided that they believe that men and women are paid equally for the same roles at TNH. 4% disagreed while 7% strongly disagreed and believe that men and women are paid equally for the same roles at TNH. The findings showed that 59% of the

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respondents strongly agree that gender pay gaps negatively impact employee morale and motivation at TNH 24% of the respondents agreed that gender pay gaps negatively impact employee morale and motivation at TNH, further 8% disagreed that gender pay gaps negatively impact employee morale and motivation at TNH while 9% of the respondents strongly disagreed that gender pay gaps negatively impact employee morale and motivation at TNH. From the findings, 59% of the respondents strongly agreed that promotions are awarded fairly to both men and women based on merit at TNH, 28% agreed that promotions are awarded fairly to both men and women based on merit at TNH while 13% of the respondents disagreed that promotions are awarded fairly to both men and women based on merit at TNH. The result indicated that a majority 85% of the respondents were in agreement that gender diversity in leadership positions is essential for organizational development, 2% were undecided that gender diversity in leadership positions is essential for organizational development while 13% of the respondents strongly disagreed that gender diversity in leadership positions is essential for organizational development. Finally, from the findings 53% of the respondents strongly agreed that they have witnessed or experienced gender bias in promotion decisions, 31% agreed that they have witnessed or experienced gender bias in promotion decisions. 3% of the respondents were undecided that they have witnessed or experienced gender bias in promotion decisions while 13% of the respondents disagreed that they have witnessed or experienced gender bias in promotion decisions.

The findings align with Social Identity Theory, which posits that individuals derive a sense of self-esteem and identity from their membership in social groups. At TNH, the awareness of gender pays gap policies and the perception of pay and promotion disparities reflect employees' identification with their gender groups and their evaluation of how these groups are treated within the organization. The majority view that gender pay gaps and biases negatively impact morale and motivation highlights the role of perceived inequities in shaping in-group solidarity and out-group tensions. Furthermore, the consensus on the importance of gender diversity in leadership underscores the value employees place on equitable representation to foster a sense of inclusion and organizational fairness.

Thematic analysis for interview guide for top management

The thematic analysis was based on data from the interview guide. The responses were asked to indicate what programs are in place to encourage diversity and inclusion at TNH in the 21st

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century. The respondents stated that: *They conduct regular training sessions and workshops to raise awareness about the importance of diversity, equity, and inclusion (DEI) among their staff.*

Instances of HRM procedures that have been effective in resolving issues pertaining to diversity in the workplace:

"The management has established a structured conflict resolution process that includes mediation by trained HR professionals. This procedure has been effective in resolving interpersonal conflicts arising from cultural or gender misunderstandings, fostering a more inclusive and respectful work environment.

4.4.2 Effects of generational diversity on organizational development in TNH, Kenya.

The second objective of the study sought to examine the effects of generational diversity on organizational development in TNH, Kenya. The results were as shown in Table 4.7

Table 4. 7: Effects of generational diversity on organizational development in TNH, Kenya.

Generational Diversity	SA	A	U	D	SD
TNH has a balanced age distribution among its employees	46%	33%	14%	5%	3%
Employees of all age groups are equally valued at TNH	45%	31%	9%	5%	10%
Age diversity is considered during recruitment and hiring processes at TNH	46%	44%	1%	3%	5%
Retention strategies at TNH are effective across different age groups	42%	40%	11%	0%	7%
The organization addresses the unique retention needs of different age groups	50%	36%	4%	5%	5%
TNH accommodates the work preferences of employees from different generations.	43%	30%	7%	7%	12%
There is a clear understanding of the different work preferences between generations at TNH	50%	35%	3%	0%	12%
Generational diversity in work preferences leads to innovative solutions and better organizational performance	47%	30%	10%	6%	7%

From the findings, 46% of the respondents strongly agreed that TNH has a balanced age distribution among its employees, 33% of the respondents agreed that TNH has a balanced age distribution among its employees, 14% were undecided that TNH has a balanced age distribution among its employees while 8% of the respondents disagreed that TNH has a

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balanced age distribution among its employees. Further 45% of the respondents strongly agreed that employees of all age groups are equally valued at TNH, 31% of the respondents agreed that employees of all age groups are equally valued at TNH, 9% of the respondents were undecided that employees of all age groups are equally valued at TNH while 15% of the respondents disagreed that employees of all age groups are equally valued at TNH.

From the findings 46% of the respondents strongly agreed that age diversity is considered during recruitment and hiring processes at TNH, 44% of the respondents agreed that age diversity is considered during recruitment and hiring processes at TNH. 1% of the respondents were undecided that age diversity is considered during recruitment and hiring processes at TNH while 8% of the respondents disagreed that age diversity is considered during recruitment and hiring processes at TNH. In addition, 42% of the respondents strongly agreed that retention strategies at TNH are effective across different age groups, 40% of the respondents agreed that retention strategies at TNH are effective across different age groups 11% were undecided that retention strategies at TNH are effective across different age groups while 7% of the respondents strongly disagreed that retention strategies at TNH are effective across different age groups.

From the analysis, 50% of the respondents strongly agreed that the organization addresses the unique retention needs of different age groups, 36% of the respondents agreed that the organization addresses the unique retention needs of different age groups. 4% of the respondents were undecided that the organization addresses the unique retention needs of different age groups while 10% of the respondents disagreed that organization addresses the unique retention needs of different age groups. In addition, 43% of the respondents strongly agreed that TNH accommodates the work preferences of employees from different generations, 30% of the respondents agreed that TNH accommodates the work preferences of employees from different generations. 7% of the respondents were undecided that TNH accommodates the work preferences of employees from different generations while 19% of the respondents disagreed that TNH accommodates the work preferences of employees from different generations.

From the findings 50% of the respondents strongly agreed that there is a clear understanding of the different work preferences between generations at TNH, 35% of the respondents agreed that there is a clear understanding of the different work preferences between

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generations at TNH, 3% were undecided while 12% of the respondents strongly disagreed that there is a clear understanding of the different work preferences between generations at TNH. Finally, 47% of the respondents strongly agreed that generational diversity in work preferences leads to innovative solutions and better organizational performance, 30% of the respondents agreed that generational diversity in work preferences leads to innovative solutions and better organizational performance, 10% of the respondents were undecided while 13% of the respondents disagreed that generational diversity in work preferences leads to innovative solutions and better organizational performance.

The findings support the relevance of Social Identity Theory in understanding perceptions of generational diversity at TNH. The agreement among most respondents that TNH has a balanced age distribution values employees of all age groups, and incorporates age diversity in recruitment and retention reflects a recognition of generational group identities within the workplace. The acknowledgement that accommodating diverse generational work preferences fosters innovation and enhances performance further aligns with the theory's emphasis on how valuing group differences can improve intergroup harmony and organizational outcomes. However, the presence of dissenting views highlights areas where perceived inequities may hinder full inclusion and collaboration across age groups.

Analysis of the interview responses

Top Management were interviewed on how the hospital management prepared to enhance diversity management practices for the development of the hospital, they stated that *leadership team has integrated diversity and inclusion into the hospital's strategic goals. This involves setting clear objectives, allocating resources, and ensuring accountability at all levels of management to drive diversity initiatives. The hospital is committed to regularly reviewing and updating its HR policies to reflect best practices in diversity management. This ensures that all policies, from recruitment to career progression, promote inclusivity and equal opportunities for all employees.*

4.4.3 Effects of ethnicity diversity on organizational development

The third objective of the study sought to establish the effects of ethnic diversity on organizational development at TNH, Kenya. The results were as shown in Table 4.8

Table 4. 8: Effects of ethnicity diversity on organizational development in TNH, Kenya

Ethnicity Diversity	SA	A	U	D	SD
I believe that employees from different ethnic	39%	38%	8%	5%	11%

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backgrounds are paid equally for the same roles at TNH					
I am aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps	39%	44%	5%	6%	6%
Inclusion policies at TNH are consistently enforced across all departments	51%	39%	1%	3%	6%
There is a strong sense of belonging and inclusion among employees of different ethnic backgrounds at TNH	46%	33%	13%	2%	7%
I feel that TNH values and respects cultural differences	44%	45%	3%	7%	0%
Ethnic diversity and inclusion positively impact the overall organizational development at TNH	42%	29%	15%	1%	13%
I have personally experienced or observed ethnic-based pay disparities in the organization	57%	21%	0%	17%	7%

After analysis, 39% of the respondents strongly agreed that they believe that employees from different ethnic backgrounds are paid equally for the same roles at TNH, 38% of the respondents agreed that they are they believe that employees from different ethnic backgrounds are paid equally for the same roles at TNH. 8% of the respondents were undecided that they believe that employees from different ethnic backgrounds are paid equally for the same roles at TNH while 16% of the respondents disagreed that they believe that employees from different ethnic backgrounds are paid equally for the same roles at TNH. The study findings showed that 39% of the respondents strongly agreed that they are aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps, 44% of the respondents agreed that they are aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps, 5% of the respondents were undecided that they are aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps while 12% of the respondents disagreed that they are aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps.

From the findings, 51% of the respondents strongly agreed that inclusion policies at TNH are consistently enforced across all departments, 39% of the respondents agreed that inclusion policies at TNH are consistently enforced across all departments, 1% of the respondents were undecided that inclusion policies at TNH are consistently enforced across all departments, 9% of the respondents disagreed that inclusion policies at TNH are consistently enforced across all departments. Further, 46% of the respondents strongly agreed that there is a strong

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sense of belonging and inclusion among employees of different ethnic backgrounds at TNH, 33% of the respondents agreed that there is a strong sense of belonging and inclusion among employees of different ethnic backgrounds at TNH, 13% of the respondents were undecided that There is a strong sense of belonging and inclusion among employees of different ethnic backgrounds at TNH while 9% of the respondents disagreed that There is a strong sense of belonging and inclusion among employees of different ethnic backgrounds at TNH.

From the findings 44% of the respondents strongly agreed that feel that TNH values and respects cultural differences, 45% agreed and felt that TNH values and respects cultural differences, 3% of the respondents were undecided that that feel that TNH values and respects cultural differences while 7% of the respondents disagreed that that feel that TNH values and respects cultural differences. 42% of the respondents strongly agreed that ethnic diversity and inclusion positively impact the overall organizational development at TNH, 29% of the respondents agreed that Ethnic diversity and inclusion positively impact the overall organizational development at TNH, 15% of the respondents were undecided while 14% of the respondents disagreed that Ethnic diversity and inclusion positively impact the overall organizational development at TNH. Finally, 57% of the respondents strongly agreed that they have personally experienced or observed ethnic-based pay disparities in the organization, 21% of the respondents agreed that have personally experienced or observed ethnic-based pay disparities in the organization while 24% of the respondents disagreed that have personally experienced or observed ethnic-based pay disparities in the organization.

The findings can be linked to Critical Race Theory (CRT), which examines how systemic inequalities and institutional practices can perpetuate racial and ethnic disparities. The perceptions of ethnic-based pay disparities, alongside varying levels of awareness and enforcement of inclusion policies, reflect the persistence of structural inequities that CRT seeks to address. While many respondents acknowledge TNH's efforts to promote inclusion and value cultural diversity, the observed and reported disparities underscore the ongoing need for critical evaluation and actionable change to dismantle entrenched biases within organizational systems.

Analysis of the interview responses

Thematic analysis was done on interview responses on how the hospital encourages teamwork among workers and hospital management. A respondent stated that the hospital

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fosters a culture of collaboration by encouraging departments to work together on shared goals and projects. This is reinforced by cross-functional teams that bring together employees from different areas of expertise to tackle specific challenges or initiatives" The hospital regularly organizes team-building exercises and retreats that are designed to strengthen relationships, improve communication, and build trust among employees and management. These activities help create a sense of unity and shared purpose across the organization.

4.4.4 Effects of personality traits on organizational development

The four objectives of the study sought to examine the effects of personality traits on organizational development at TNH, Kenya. The results are shown in Table 4.9

Table 4. 9: Effects of personality traits on organizational development

Personality Traits	SA	A	U	D	SD
I enjoy trying new things and engaging in different activities	54%	31%	0%	9%	5%
I am dependable and make sure my tasks are completed on time.	58%	33%	0%	3%	6%
I enjoy social gatherings and interacting with others.	42%	44%	0%	5%	8%
I tend to be cooperative rather than confrontational.	49%	23%	12%	7%	9%
I find it difficult to cope with stress	60%	25%	5%	5%	7%
I am open to learning and exploring new ideas.	45%	31%	5%	11%	8%
I set high standards for myself and strive to meet them.	55%	18%	11%	10%	7%
I am comfortable when speaking in front of a group.	51%	38%	0%	7%	3%

From the findings, 88 % of the respondents agreed that they enjoy trying new things and engaging in different activities while a minority 14% of the respondents disagreed that they enjoy trying new things and engaging in different activities. The majority 91% of the respondents agreed that they are dependable and make sure their tasks are completed on time while a minority 9% of the respondents disagreed that they are dependable and make sure their tasks are completed on time. The analysis showed that 86% of the respondents agreed that they enjoy social gatherings and interacting with others while 13% of the respondents disagreed that they enjoy social gatherings and interacting with others.

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After the analysis 72% of the respondents agreed that they tend to be cooperative rather than confrontational, 12% of the respondents were undecided that they tend to be cooperative rather than confrontational while 16% of the respondents disagreed that they tend to be cooperative rather than confrontational. From the findings, 85% of the respondents agreed that that they find it difficult to cope with stress while 10% of the respondents disagreed that they find it difficult to cope with stress. From the analysis, 76% of the respondents agreed that they are open to learning and exploring new ideas while 19% of the respondents disagreed that they are open to learning and exploring new ideas.

Finally, 73% of the respondents agreed that they set high standards for themselves and strive to meet them, 11% of the respondents were undecided that they set high standards for themselves and strive to meet them while 17% of the findings disagreed that they set high standards for themselves and strive to meet them. From the findings, 89% of the respondents agreed that they are comfortable when speaking in front of a group while 10% of the respondents disagreed that comfortable when speaking in front of a group.

The findings can be linked to the Big Five Personality Traits framework, which categorizes individual personality characteristics into five dimensions. The high agreement rates on trying new things and engaging in different activities, being dependable, and enjoying social gatherings align with traits such as Openness to Experience**,** Conscientiousness, and Extraversion**,** respectively. The tendency to cooperate rather than confront reflects Agreeableness**,** while the difficulty in coping with stress relates to Neuroticism**.** Overall, the responses suggest a workforce characterized by curiosity, reliability, sociability, and high personal standards, with some variability in stress management and learning adaptability.

Analysis of the interview responses

Thematic analysis was done on how the hospital matches the personality traits of different workers for better working harmony in the hospital. The respondents stated that they *carefully consider personality traits when forming teams and assigning roles within departments. For example, we match employees with strong leadership qualities to leadership roles, while those with collaborative and supportive traits may be placed in positions where teamwork is crucial.*

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4.4.5 Organizational development at TNH, Kenya

The fourth objective of the study sought to examine the level of agreement or disagreement with the following on organizational development at TNH, Kenya. The results are shown in Table 4.10.

Table 4. 10: Organizational development at TNH, Kenya

Organizational development	SA	A	U	D	SD
TNH provides adequate opportunities for professional growth and development	50%	33%	3%	5%	10%
I feel valued and appreciated by my colleagues and superiors at TNH	53%	34%	7%	2%	3%
The work environment at TNH is conducive to job satisfaction	55%	20%	0%	17%	7%
TNH effectively meets its organizational goals and objectives.	54%	31%	0%	9%	5%
There is a strong sense of teamwork and collaboration across departments at TNH	58%	32%	0%	3%	6%
TNH is effective in adapting to changes and addressing challenges in the healthcare sector.	42%	44%	0%	5%	8%
The resources and tools provided by TNH are adequate for performing my job effectively	49%	23%	12%	7%	9%

From the findings 83% of the respondents agreed that The Nairobi Hospital provides adequate opportunities for professional growth and development, 15% of the respondents disagreed that The Nairobi Hospital provides adequate opportunities for professional growth and development. 87% of the respondents agreed that they feel valued and appreciated by my colleagues and superiors at TNH, 5% of the respondents disagreed that they feel valued and appreciated by my colleagues and superiors at TNH.

From the findings, 75% of the respondents agreed that the work environment at TNH is conducive to job satisfaction while 24% of the respondents disagreed that the work environment at TNH is conducive to job satisfaction. In addition, 85% of the respondents agreed that The Nairobi Hospital effectively meets its organizational goals and objectives while 14% of the respondents disagreed that The Nairobi Hospital effectively meets its organizational goals and objectives. The respondents agreed that there is a strong sense of teamwork and collaboration across departments at TNH while 9% of the respondents disagreed that there is a strong sense of teamwork and collaboration across departments at TNH.

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Finally, 86% of the respondents agreed that the Nairobi hospital is effective in adapting to changes and addressing challenges in the healthcare sector while 11% of the respondents disagreed that the Nairobi hospital is effective in adapting to changes and addressing challenges in the healthcare sector. Further, 72% of the respondents agreed that the resources and tools provided by TNH are adequate for performing my job effectively while 16% of the respondents disagreed that the resources and tools provided by TNH are adequate for performing my job effectively.

4.5 Inferential Statistical Results

4.5.1 Correlation Analysis Results

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

4.5.2 Correlation between gender diversity on organizational development at TNH, Kenya

Table 4. 11: Correlation between gender diversity and organizational development at TNH, Kenya

		Organizational development at TNH
Gender Diversity	Pearson Correlation	.641**
	Sig. (2-tailed)	.000
	N	151

**. Correlation is significant at the 0.05 level (2-tailed).

The study conducted a correlation analysis between the effects of gender diversity on organizational development at TNH, Kenya. From the results in Table 4.11 the study established that there exists a strong positive and significant relationship (r = .641, P=0.000) between gender diversity on organizational development at TNH, Kenya.

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4.5.3 Correlation between generational diversity on organizational development in TNH, Kenya

Table 4. 12 Correlation between generational diversity on organizational development in TNH, Kenya

		Organizational development in TNH, Kenya
Generational Diversity	Pearson Correlation	.597*
	Sig. (2-tailed)	.018
	N	151

*. Correlation is significant at the 0.05 level (2-tailed).

The study further sought to establish the nature of the relationship between the effects of generational diversity on organizational development in TNH, Kenya Table 4.12 shows the correlation coefficient (r=0.597, P=0.018) indicates that there exists a strong, positive and significant relationship between generational diversity on organizational development in TNH, Kenya.

4.5.4 Correlation between ethnicity diversity on organizational development at TNH, Kenya.

Table 4. 13: Correlation between ethnicity diversity on organizational development at TNH, Kenya

		Organizational development at TNH, Kenya.
Ethnicity Diversity	Pearson Correlation	.504*
	Sig. (2-tailed)	.026
	N	151

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis results shown in Table 4.13 indicate that there exists a moderate, positive and significant relationship (r=0.504, P=0.026) between ethnicity diversity on organizational development at TNH, Kenya.

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4.5.5 Correlation between personality traits on organizational development at TNH, Kenya.

Table 4. 14: Correlation between personality traits diversity on organizational development at TNH, Kenya.

		Organizational development at TNH, Kenya.
Personality Traits	Pearson Correlation	.504*
	Sig. (2-tailed)	.029
	N	151

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis results shown in Table 4.14 indicate that there exists a moderate, positive and significant relationship (r=0.504, P=0.026) between the effects of personality traits on organizational development at TNH, Kenya.

4.6 Regression Analysis

4.6.1 Regression Model Summary

Table 4. 15: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739[a]	.546	.676	.647

a. Predictors: (Constant), gender diversity, generational diversity, ethnicity diversity and personality traits

b. Dependent Variable: organizational development at TNH.

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables as shown in Table 4.15. The findings show that organizational development at TNH, Kenya is 54.6% as explained by gender diversity, generational diversity, ethnicity diversity and personality traits while 45.4% is the variation due to other factors which have not been covered in this study.

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4.6.2 ANOVA of the Regression Model

Table 4. 16: ANOVA of the Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.100	4	5.775	6.003	.000[a]
	Residual	42.308	256	0.962		
	Total	65.408	250			

a. Predictors: (Constant), gender diversity, generational diversity, ethnicity diversity and personality traits

b. Dependent Variable: organizational development at TNH.

The model presented in Table 4.16 examines the relationship between diversity factors (gender, generational, ethnic, and personality traits) and organizational development at TNH. The ANOVA results indicate an F statistic of 6.003, with a significance level (Sig.) of 0.000, demonstrating that the model is statistically significant. This means that the predictors collectively explain a significant proportion of the variance in organizational development. The low residual Mean Square (0.962) further suggests minimal unexplained variation, implying that the model fits the data well. Although the table does not explicitly rank the effects of individual predictors, the overall statistical significance supports the conclusion that diversity factors meaningfully impact organizational development. The constant represents the expected value of the dependent variable (organizational development) when all predictors are zero, serving as a baseline in the regression model. This analysis highlights the importance of diversity dimensions in shaping organizational outcomes.

4.6.3 Multiple Regression Coefficients

Table 4. 17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.038	.145		.260	.796
Gender Diversity	.596	.107	.548	5.548	.043
Generational Diversity	.233	.081	.245	2.877	.016
Ethnicity Diversity	.245	.104	.179	2.356	.022
Personality Traits	.077	.148	.061	.520	.001

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Dependent Variable: organizational development at TNH

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$Y= 0.038+ 0.596X_1+0.233X_2 +245X_3+ 0.77X$

Gender Diversity shows a statistically significant positive relationship (B = 0.596, t = 5.548, p = 0.043, Beta = 0.548), suggesting that as gender diversity increases, the dependent variable tends to increase as well. Generational Diversity (B = 0.233, t = 2.877, p = 0.016, Beta = 0.245) and Ethnicity Diversity (B = 0.245, t = 2.356, p = 0.022, Beta = 0.179) also show statistically significant positive relationships, indicating that these factors contribute to the variation in the dependent variable. Personality Traits, however, do not show a statistically significant relationship (B = 0.077, t = 0.520, p = 0.001, Beta = 0.061), suggesting they may not be relevant in explaining the variation in the dependent variable in this context. These results imply that gender, generational, and ethnicity diversity are important factors influencing the dependent variable in this regression model

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CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary of the major findings of the study; both descriptive and inferential. This is followed by a presentation of the conclusions inferred from the findings. The relevant recommendations are then suggested. Finally, the chapter outlines the areas suggested for further research.

5.2 Summary

The major study findings are summarized in this section. It outlines the summary of the findings in line with the objectives of the study.

5.2.1 Effects of gender diversity on organizational development at TNH, Kenya.

The findings reveal a strong awareness among respondents of gender pay gap policies at TNH, with the majority acknowledging the presence of gender-based pay disparities within the organization. While a significant number believe that men and women are paid equally for the same roles, there is still a notable perception that gender pay gaps negatively impact employee morale and motivation. Fairness in promotion decisions is generally recognized, although many have witnessed or experienced gender bias in these decisions. Additionally, there is a broad consensus on the importance of gender diversity in leadership for organizational development. The study also identified a strong positive correlation between gender diversity and organizational development at TNH, indicating that gender inclusivity plays a crucial role in the organization's progress.

5.2.2 Effects of generational diversity on organizational development in TNH, Kenya

The study found a strong, positive, and significant relationship between generational diversity and organizational development at TNH. A substantial portion of respondents acknowledged a balanced age distribution within the organization, with most agreeing that employees of all age groups are equally valued. Age diversity is generally considered during recruitment and hiring, and retention strategies are seen as effective across different age groups. The majority of respondents also felt that TNH addresses the unique retention needs and work preferences of various generations, contributing to a better understanding of these differences.

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Additionally, many believe that generational diversity in work preferences fosters innovative solutions and enhances organizational performance.

5.2.3 Effects of ethnicity diversity on organizational development at TNH, Kenya

The study found a moderate, positive, and significant relationship between ethnic diversity and organizational development at TNH. A substantial proportion of respondents believe that employees from different ethnic backgrounds are paid equally for the same roles, and many are aware of policies addressing ethnic pay gaps. Inclusion policies at TNH are widely perceived as being consistently enforced, fostering a strong sense of belonging among employees from diverse ethnic backgrounds. The majority of respondents feel that TNH values and respects cultural differences, which is believed to positively impact organizational development. However, a significant number of respondents have personally experienced or observed ethnic-based pay disparities within the organization, highlighting areas for further improvement in achieving true equality and inclusion.

5.2.4 Effects of personality traits on organizational development at TNH, Kenya

The study found a moderate, positive, and significant relationship between personality traits and organizational development at TNH. A large majority of respondents indicated that they enjoy trying new things, are dependable in completing tasks on time, and are comfortable in social gatherings. Most respondents also tend to be cooperative rather than confrontational and find it difficult to cope with stress. Additionally, a significant number of respondents are open to learning new ideas and setting high standards for themselves. The majority are comfortable speaking in front of groups, reflecting a positive alignment between these personality traits and the overall organizational development at TNH.

5.3 Conclusion

From the findings, the researcher concluded that there is a significant awareness and concern regarding gender pay gaps and disparities at TNH. A majority of respondents are aware of gender pay gap policies, with many having observed or experienced gender-based pay disparities. While a large portion believes in equal pay for equal roles, there remains a notable percentage who disagrees, reflecting ongoing concerns about fairness in compensation. Furthermore, gender pay gaps are perceived to negatively impact employee morale and motivation. Most respondents agree that promotions are awarded fairly based on merit, yet there is still considerable concern about gender bias in promotion decisions.

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Overall, the respondents strongly emphasize the importance of gender diversity in leadership for organizational development.

The study concluded that a significant majority of respondents believe that age diversity is considered during recruitment and hiring and that retention strategies are effective across age groups. However, a small portion remains undecided or disagrees, indicating room for improvement. Additionally, most respondents agree that TNH addresses the unique retention needs of different age groups and accommodates varying generational work preferences, which are seen as contributing to innovation and better organizational performance. Nonetheless, some respondents feel there is a lack of understanding or consideration of these differences, highlighting potential areas for further development.

The study concluded that a general belief among respondents is that TNH strives for ethnic pay equality, though a notable minority still perceives disparities. A majority of respondents are aware of policies addressing ethnic pay gaps, and most believe these inclusion policies are consistently enforced across departments. There is a strong sense of belonging and respect for cultural differences at TNH, with many agreeing that ethnic diversity and inclusion positively impact organizational development. However, concerns persist, as a significant portion of respondents have observed or experienced ethnic-based pay disparities, indicating that further efforts are needed to fully address these issues.

In regard to the fourth objective, the researcher concluded that the majority of respondents are open to new experiences, dependable in completing tasks, and enjoy social interactions. Most respondents prefer cooperation over confrontation and are open to learning new ideas, although a notable minority struggles with stress and finds it challenging to cope. Additionally, a significant portion sets high personal standards and is comfortable speaking in front of groups, reflecting confidence in their abilities. However, there are still some respondents who disagree with these positive traits, highlighting areas where personal development could be enhanced thus indicating that there is a moderate relationship between personality and organizational development.

5.4 Recommendations

The study recommends that TNH should take proactive steps to address gender pay gaps and disparities. Implementing robust monitoring and reporting mechanisms for pay equity

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policies can help ensure transparency and accountability in compensation practices. Conducting regular audits to identify and rectify any gender-based pay disparities is crucial. Moreover, fostering a culture of equality through continuous education and awareness campaigns can help shift organizational norms towards greater fairness in compensation. Addressing concerns about gender bias in promotion decisions by implementing structured and unbiased promotion processes is essential. Finally, prioritizing gender diversity in leadership positions not only enhances organizational development but also signals a commitment to inclusivity and equality within TNH.

The study recommends that TNH should continue to enhance its focus on age diversity in recruitment and hiring while addressing the concerns of those who are undecided or disagree. Conducting targeted surveys or focus groups can provide deeper insights into the specific needs and perceptions of different age groups. TNH should also strengthen its retention strategies by regularly reviewing and updating them to ensure they effectively meet the unique needs of all age groups. Additionally, increasing awareness and understanding of generational differences through training and workshops can help bridge gaps in perception, fostering a more inclusive environment that leverages age diversity for innovation and improved organizational performance.

The study recommends that TNH should intensify its efforts to achieve ethnic pay equality by conducting regular and transparent pay audits to identify and address any ethnic-based disparities. Strengthening the enforcement of inclusion policies across all departments and ensuring that these policies are consistently communicated and applied is essential. To enhance the sense of belonging and respect for cultural differences, TNH should continue to promote diversity and inclusion initiatives while also providing platforms for employees to voice their concerns and experiences. Addressing the perceptions and experiences of ethnic-based pay disparities with targeted interventions will further reinforce TNH's commitment to fairness and positively contribute to organizational development.

Finally, the researcher recommends that TNH should build on the strengths identified among respondents by offering more opportunities for professional development and stress management support. Providing training and workshops focused on coping strategies, resilience, and personal development can help those who struggle with stress and find it challenging to cope. Encouraging a culture of continuous learning and collaboration will

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further enhance the positive traits of openness, dependability, and confidence. Additionally, implementing mentorship programs could help address the needs of those who may not yet fully embody these traits, fostering an environment where all employees feel supported in their personal and professional growth.

5.5 Suggestions for Further Research

The researcher suggested that further studies should be conducted on the effectiveness of diversity policies and programs in organizations and diversity initiatives related to customer satisfaction and encourage more studies on diversity critical approaches, discursive approaches, practitioner/consultant approaches and diversity theories to build up more scholarly work in this field.

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APPENDICES

APPENDIX I: CONSENT FORM

Name of the researcher (s): IRINE OBUYA

Title of the research: Diversity Management on Organizational Development Among Private Health Providers: Case Study of The Nairobi Hospital (TNH), Nairobi County, Kenya.

Top management employees,

Please read and fill this form carefully. You are all requested to fill this survey tool by using the most appropriate mark as indicated. The process is voluntary and your input is invaluable to this study and overall, in the growth of knowledge in the society. In case you find any grey areas, please contact me through the contacts in the introductory letter and you will be helped accordingly.

I have been given a copy of this consent form for my personal records, and I voluntarily consent to taking part in this research study.

Signature----------

Date----------

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APPENDIX II: INTRODUCTORY LETTER

Irine Obuya
St Paul University,
P.O Box 00217,
Limuru.
6/3/2024.

Dear Participant,

RE: REQUEST FOR RESEARCH PARTICIPATION

I hope this letter finds you well. I am a St. Paul University student currently undertaking a master's research in Development Studies. My research is titled " Diversity Management on Organizational Development Among Private Health Providers: Case Study of The Nairobi Hospital (TNH) Nairobi County, Kenya."

I am writing to kindly request your participation in this study by completing the enclosed questionnaire. Your insights and experiences are invaluable to this research, and your contribution will significantly enhance the quality and accuracy of the findings. Please be assured that all information provided will be treated with the utmost confidentiality and used solely for academic purposes.

Should you require any further information or clarification regarding the study or the questionnaire, please do not hesitate to contact me at your convenience.

Thank you very much for your time and cooperation.

Yours faithfully,

Irine Obuya
Mobile No. 0757566832
obuyairine@gmail.com

END

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APPENDIX III: QUESTIONNAIRE FOR DOCTORS, NURSES AND SUPPORT STAFF

DO NOT WRITE YOUR NAME ANYWHERE IN THE PAPER.

Section One: Demographic Information

1.Age:

☐ Under 24
☐ 25-30
☐ 31-35
☐ 36-40
☐ 41-45
☐ 46 and above

2.Gender:

☐ Male
☐ Female

3.Work Department:

☐ Administration
☐ Medical Services
☐ Nursing
☐ Finance
☐ Human Resources
☐ Information Technology
☐ Support Services

4. Years of Experience at TNH:

☐ 1year
☐ 1-2 years
☐ 3-5 years
☐ 6-10 years
☐ More than 10 years

5. GENDER DIVERSITY

Indicate the level of agreement or disagreement with the following on effects of gender diversity on organizational development at TNH, Kenya. (1, Strongly Disagree; 2, Disagree; 3, Undecided; 4, Agree and 5, Strongly Agree, Tick where appropriate)

Statements	1	2	3	4	5
I am aware of any gender pay gap policies and initiatives at TNH					
I have personally experienced or observed gender-based pay disparities in the organization					
I believe that men and women are paid equally for the same roles at TNH					
Gender pay gaps negatively impact employee morale and motivation at TNH					

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Promotions are awarded fairly to both men and women based on merit at TNH.					
Gender diversity in leadership positions is essential for organizational development					
I have witnessed or experienced gender bias in promotion decisions					

GENERATIONAL DIVERSITY

6. Indicate the level of agreement or disagreement with the following on effects of ethnicity diversity on organizational development at TNH, Kenya. (1, Strongly Disagree; 2, Disagree; 3, Undecided; 4, Agree and 5, Strongly Agree, Tick where appropriate)

Statements	1	2	3	4	5
TNH has a balanced age distribution among its employees					
Employees of all age groups are equally valued at TNH					
Age diversity is considered during recruitment and hiring processes at TNH					
Retention strategies at TNH are effective across different age groups					
The organization addresses the unique retention needs of different age groups					
TNH accommodates the work preferences of employees from different generations.					
There is a clear understanding of the different work preferences between generations at TNH					
Generational diversity in work preferences leads to innovative solutions and better organizational performance					

ETHNICITY DIVERSITY

7. Indicate the level of agreement or disagreement with the following on effects of ethnicity diversity on organizational development at TNH, Kenya. (1, Strongly Disagree; 2, Disagree; 3, Undecided; 4, Agree and 5, Strongly Agree, Tick where appropriate)

Statements	1	2	3	4	5
"I believe that employees from different ethnic backgrounds are paid equally for the same roles at TNH					
I am aware of any policies and initiatives at TNH aimed at addressing ethnic pay gaps					
Inclusion policies at TNH are consistently enforced across all departments					
There is a strong sense of belonging and inclusion among					

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employees of different ethnic backgrounds at TNH					
I feel that TNH values and respects cultural differences					
Ethnic diversity and inclusion positively impact the overall organizational development at TNH					
I have personally experienced or observed ethnic-based pay disparities in the organization					

PERSONALITY TRAITS

8. Indicate the level of agreement or disagreement with the following on effects of gender diversity on organizational development at TNH, Kenya. (1, Strongly Disagree; 2, Disagree; 3, Undecided; 4, Agree and 5, Strongly Agree, Tick where appropriate)

Statements	1	2	3	4	5
I enjoy trying new things and engaging in different activities					
I am dependable and make sure my tasks are completed on time.					
I enjoy social gatherings and interacting with others.					
I tend to be cooperative rather than confrontational.					
I find it difficult to cope with stress					
I am open to learning and exploring new ideas.					
I set high standards for myself and strive to meet them.					
I am comfortable when speaking in front of a group.					

ORGANIZATIONAL DEVELOPMENT

9. Indicate the level of agreement or disagreement with the following on organizational development at TNH, Kenya. (1, Strongly Disagree; 2, Disagree; 3, Undecided; 4, Agree and 5, Strongly Agree, Tick where appropriate)

Statements	1	2	3	4	5
TNH provides adequate opportunities for professional growth and development					
I feel valued and appreciated by my colleagues and superiors at TNH					
The work environment at TNH is conducive to job satisfaction					
TNH effectively meets its organizational goals and objectives.					
There is a strong sense of teamwork and collaboration across departments at TNH					
TNH is effective in adapting to changes and addressing challenges in the healthcare sector.					

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APPENDIX IV: INTERVIEW GUIDE FOR TOP MANAGEMENT

1. What programs are in place to encourage diversity and inclusion at TNH in the 21st century?
2. Could you state instances of HRM procedures that have been effective in resolving issues pertaining to diversity in the workplace?
3. What impact do you think personality traits have on the performance and job satisfaction employee on organizational development?
4. How is the hospital management prepared to enhance diversity management practices for the development of the hospital?
5. How does the hospital promote effective communication among workers and hospital management?

   ……..
6. How does the hospital encourage teamwork among workers and hospital management?

   ……..
7. How does the hospital match the personality traits of different workers for better working harmony in the hospital?

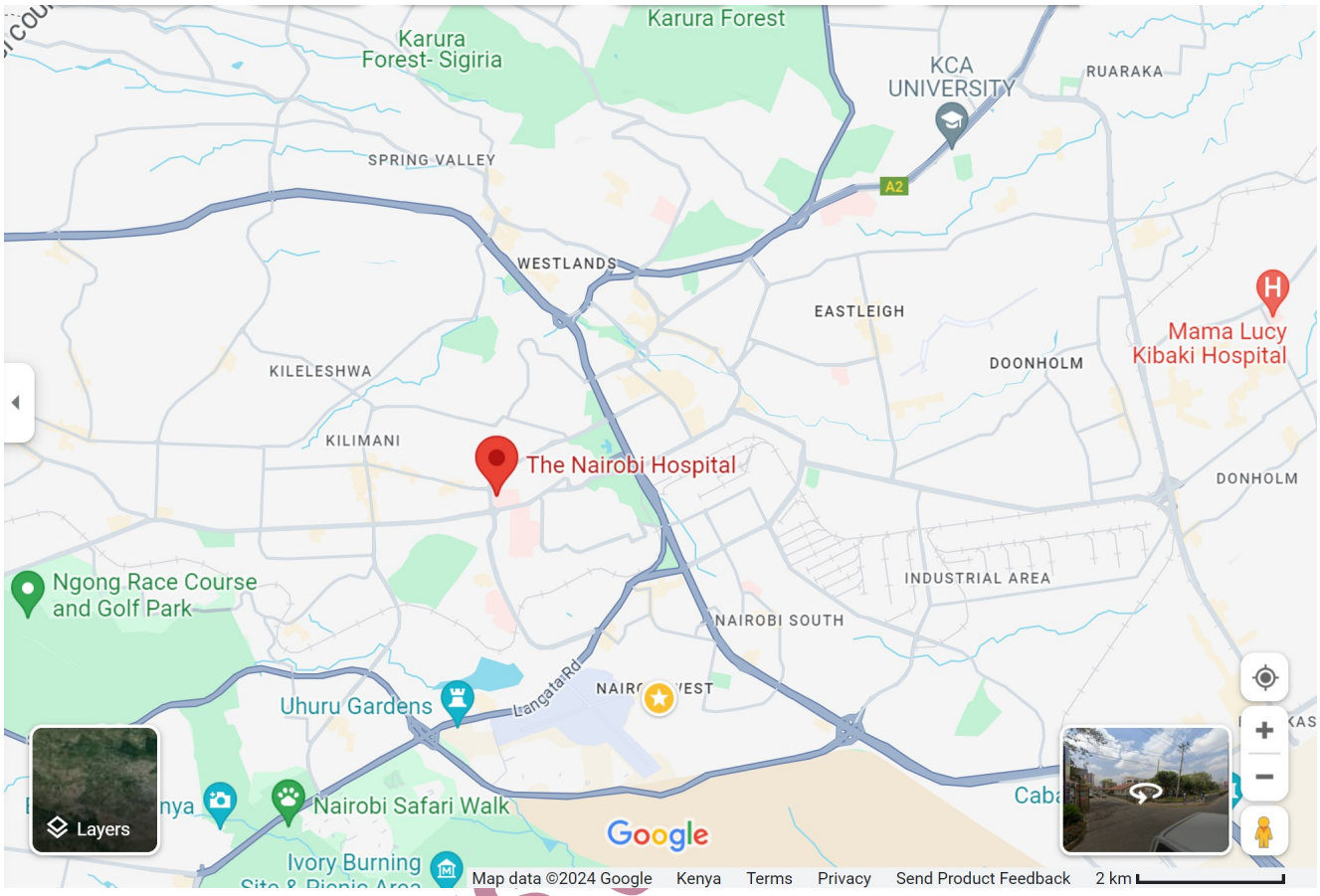
   ……..

Thank you for participating in the study

[End]

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APPENDIX V: PIN LOCATION OF TNH



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APPENDIX VII: ISERC APPROVAL LETTER

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

BOARD OF POSTGRADUATE STUDIES

22nd August, 2024

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR IRINE NINAH OBUYA – MDSDIST442822 TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Development Studies (MDS) Program at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

"Diversity management on organizational development among private health providers: A case study of the Nairobi hospital (Tnh), Nairobi County, Kenya."

Kindly grant this student the required permit.

Yours Faithfully

DIRECTOR POSTGRADUATE STUDIES ST. PAUL'S UNIVERSITY 22 AUG 2024 P.O. BOX 217-20205 LIMURU

Dr. John Muhoho
Director Board of Postgraduate Studies

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APPENDIX VIII: NACOSTI LICENSE

ST. PAUL'S UNIVERSITY

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **656887**

Date of Issue: **28/August/2024**

RESEARCH LICENSE



This is to Certify that Ms.. IRINE NINAH OBUYA of St. Paul`s University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: DIVERSITY MANAGEMENT ON ORGANIZATIONAL DEVELOPMENT AMONG PRIVATE HEALTH PROVIDERS: A CASE STUDY OF THE NAIROBI HOSPITAL (TNH), NAIROBI COUNTY, KENYA. for the period ending : 28/August/2025.

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656887

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Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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