

Effects Of Workforce Diversity On Team Performance At Moi Teaching And Referral Hospital, Uasin Gishu County, Kenya

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Abstract: Dealing with increasing level of workforce diversity that is within modern employee management of diversity has been progressively a matter of interest to many organization's management programs that are adopted steadily. The purpose of the study was to assess the effects of age diversity on team performance. The study was guided by social identity theory and symbolic interactionist theory. The study adopted a descriptive survey research design. The research targeted 373 respondents comprising of top managers, middle level managers and other employees from Moi teaching and referral hospital Eldoret. For the purpose of getting a representative sample, the researcher used a purposive sampling method to sample top and middle level managers and simple random technique to sample other employees. Questionnaires were used as data collection instruments. A Cronbach's alpha was used to assess the reliability coefficient of the research instruments. The instruments were pre-tested to improve its validity and relevance to the objectives of the study. The questionnaires were scrutinized for errors and omissions, ambiguity, legibility and relevance. The data was analysed using regression model and presented in tables and charts. The findings of this study indicated that age diversity ($p=0.000$), had a significant relationship with team performance. Based on the findings of this study, it is recommended that Moi teaching and referral hospital Eldoret to achieve a high level of efficiency and effective in service provision, the management in the company must ensure that adoption of diverse workforce strategies, they should support workforce diversity efforts such as mentoring or recruitment of minorities for top jobs, organizational diversity and upward mobility efforts more effectively; this will promote organizational team performance, ensure effective communication of the outcomes and future goals of the diversity strategy; they should also expand diversity programmes beyond employee groups to include additional stakeholders and the public and lastly the organization should recruit its employees from diverse backgrounds, recruitment in workforce diversity will enable the hospital to select competent, qualified and knowledgeable workforce that improve on its productivity and improve the performance of the company. The study suggests that further research be done on the same field but in other sectors or organizations also further research should focus on other aspects of workforce diversity

Key Words: Workforce Diversity, Team Performance and Age Diversity

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I. Introduction

Dealing with increasing level of workforce diversity that is within modern employee management of diversity has been progressively a matter of interest to many organization's management programs that are adopted steadily. Barker, Hartel (2004), suggested that diversity is the power or force to realize the potential of workers or employees of any organization. It is very vital in ensuring that the organization gains its objectives and results. Improvements in systems and globalization has led the world to be a global village hence fostering interactions of different people from different cultural backgrounds, ethnic ,education and age to form a diverse workforce. In this regard, organization systems and entities are researching on ways in which to better serve the diverse group .This includes being able to attract and retain the best and most qualified workers (Barker,Hartel 2004)

Globally, managing diversity is so much crucial because it is a factor which enables the organization to have a better competitive advantage and yield positive results. For instances in Pakistan, there a lot of changes have been evident because of the nature of their labour market and other economic conditions. Many female after advancing in their university education don't stay at home as it used to be but rather go beyond and look for job opportunities in order improve their economic standards to from their families at large. This is the reason as to why there has been a positive increase of women participating in employment opportunities. The percentage increased in the year 2010-2011 by 22.2%.Pakistan still face a challenge of workforce diversity in that still as per now there are still some other jobs that are only left for men alone as compared to developed countries where jobs opportunities are open to either gender

In Nigeria the issue of workforce diversity has not been well understood and given attention by companies organizations or institutions due to a culture that has dominated the country which is demonstrated by socio-political patronage of workforce in leadership mostly in the human resource, procurement and administration. However other institutions and corporate organizations with broad ideas about their market niche have started understanding hence giving attention to the same. Research has been conducted in recent years over workforce diversity and its effects on organizational but very few have actually demonstrated and examined the impacts that it can bring to the organization (Herring, 2005).

Due to globalization many organizations in developed and developing countries have embraced diversity amongst their workers which is most challenging issue in the human resource sector. Researchers have gone further to fully understand impact of diversity and its management on organizational output. Research stipulates that effects of workforce diversity have got contradictory duplex results on organizational success. Further studies also illustrates that several classifications and forms of diversity are attributed to high performance, innovation and high level of decision making. Other research demonstrates that greater diversity increase chances of conflict, minimizes social adaptability and raise the rate of employee turnover within the organization (DeVeale and Manea, 2007)

Contemporary workforce in organization comprises of different people from different background and different cultures due to increase mobility, immigration and enhancement of technology. When dealing with increasing level of diversity inherent within the modern personnel, diversity management programs that are adopted has been steadily growing which leads to a diverse workforce (Hultsman, 2005). The current trends in the human resource; ageing workforce, the growing number of women joining the job market and the upcoming young generation in developed and developing countries has rendered institutions and organizations to change their way of life to suit the current workforce unlike the past

However in Kenya, the quality assessment and performance improvement strategy report (2014) demonstrated that The Kenya School of Government had issues in regard to its employees. The employees had started to illustrate low morale which translated to low productivity hence leading to a reduction of customer satisfaction by 73% in the year 2012/2013 to 65% in the year 2013/2014. Contrastingly the report gave some recommendations that organizations must change its human resource strategy but more precisely on training of its workers on current issues, do away with impartiality nepotism and unfairness on their workplaces Barker, Hartel (2004) stated that embracing diversity in any organization is a key tool in sustaining the organization to its full ability. It will enable the organization to fully utilize the untapped talents gifts and ideas that are possessed by employees which will enhance the organization or business to expand and venture into new markets (Mukherjee, 2005).

In these regard the study helps to identify the effect of workforce diversity toward team performance in Moi Teaching and Referral Hospital. (Hornby 2005) defines workforce diversity as the total similarities and differences of people working in a particular institution or organization. A diverse workforce for instance, includes gender, age, ethnicity, and education background. Roberson, Kulik and Pepper (2003) illustrates that diversity in the workplace has positive results in terms of performance and policies.

Leaders in both public and private sectors in the contemporary world have a greater task of managing a workforce that is culturally and ethnically diverse, the young and the old, the most learned and the least learned among others. Supervisors in organizations and institutions are answerable to the success or failure of diversity management .This is because they are the spear headers and implementers of policies within the organization. Kreitner and Kinichi, (2004).discussed that in an organization, diversity should havean underline principle which is to appreciate our differences, experiences and human values that are different from our own.

1.1 Statement of the Problem

Lack of unity, cooperation, conflicts and negative attitude among workers has become a concern in many organizations. This has led to low morale of workers which at the end translate to low performance with negative performance index. Cooperate profitability or team profitability is dampened because of not embracing diversity. Organizations and institutions that have an objective of achieving its mission and goals must ensure that diversity management is part and parcel of its day to day agenda (Ely & Thomas, 2001)

According to Lauby, (2005) Diversity management and workforce diversity is an integration that can create havoc and conflict if management is not geared towards the discipline of diversity management and its rationale. Therefore most managers do not know on how to implement policies and regulations on diversity management in the workplace. As much as companies are training employees on issues of embracing differences, anti-harassments training, ethics, employees still do not adhere to those rules hence breaking them with their behavior when it comes to diversity (Wood & Sangster, 2002)

Research in recent years by (Larson, 2013) highlighted on gaps that existed between doctors and nurses. A systematic hierarchy always depicts that doctors are in the top then followed by nurses. In most cases there have been conflicts and communication failures amongst the two groups with medical errors which have

adversely affected the performance. Employee diversity can damage morale, communication and can possibly increase turn over in an organization if unmanaged properly. Moi Teaching and referral hospital; have a workforce that is heterogeneous comprising of different tribes, culture, gender mix, age, religious beliefs and different conceptions. Therefore the management of MTRH has a big task in ensuring that diversity is embraced in order to insulate the hospital from unmanaged diversity which can bring harm and hence possibly do the opposite of its mission and objectives. This can translate to conflicts reducing teamwork among the employees.

Dahm (2003) did a study on the effects of workforce diversity towards the employee performance in an organization and found out that a comparison of performance of the individual employee had no comparison based on team performance. Moi teaching and referral hospital has been experiencing some problems which has led to poor performance in recent years (Webber, 2013). However, the cause might be attributed to other factors but this study is geared towards studying the effects of workforce diversity on team performance at MTRH with an in-depth of looking into elements of diversity such as cultural diversity, age diversity and ethnic diversity.

II. Literature Review

2.1. Review of Theories

This study reviewed the Symbolic interactionist theory and social identity theory as indicated in the sections below

2.1.1 Symbolic Interactionist theory

Symbolic Interactionist theory is an individual centred orientation theory that focuses on individuals in interaction and within a group, and on the composition development of individual personality. Its theory is employed in this study because of the focus on the employee experience of diversity resulting from interactions in the workplace. This perspective has its roots in the pragmatist philosophies of Mead, Dewey, Thomas and Park of the so-called Chicago School (Reskin, 2003).

The method advocated by symbolic interactionism is to look at the process through which individuals define the world from the inside and at the same time identify their world of objects. This predominantly small scale theory focuses on interactions and individuals personalities. It is a subject-orientated approach that emphasizes the subjective intentions and orientations of individuals in relation to their wishes, motivations, wants and situations. In addition to their interpretation and understanding of symbolic interactionism is the reflexive nature of human action. It assumes that human nature is not motivated solely by external and internal factors, but rather through meaningful, reflexive interactions between individuals. Reflexivity entails the capacity to use and respond to significant gestures such as language, symbols and thoughts. Behaviour is seen as reflexive because individuals understand and react to what other people think and say about their behavior. Our actions are always engaged with the actions of others; whose response to what we do sends us signals as to their approval or disapproval (Ely, Thomas 2001)

It consists of effective leadership, empowerment, balanced/diverse recruitment and selection employee support and diversity training, internal equity and all-inclusive organization culture, staff teamwork, internal supervision and staff motivation as ways of effectively managing workforce diversity. The Strategic Diversity management approach is an integration of the social theory, management theory and psychology which all converge on both the positive and negative effects of workforce diversity.

Although this theory has ceaselessly attempted to come up with viable workforce diversity management strategies, there is call for more research due to the complexity of the human person and the varying environments. (Ely, Thomas 2001), argue that functional and social category diversities enhance creativity, adaptation and innovativeness. DeVeale, &Manea, (2007) see the value of the social theory in understanding and solving dilemmas. Graen (2003) points out that those visible characteristics of identifying people of varying genders, age, ethnicity and religions which demand prescriptions based on solid theories and research. Graen rightly notes that diversity may be an asset or liability depending on how it is integrated into the organization. DeVeale, &Manea (2007) stated that reliance on surface level diversity tends to produce dysfunctional results for both individuals and their organizations than deep level diversity.

The intersection of these theories has various implications for this research, as the categorization approaches predict increased group conflict and the information processing approaches predict improved group performance. While organizations may strive to act from the integration and learning perspective, capitalizing on the purported benefits of diversity and integrating all perspectives into the decision making process, realizing these benefits does not always happen. Understanding the preceding theories is helpful for the study, which will introduce research on factors affecting management of workforce diversity

2.1.2 Social Identity Theory

Social identity theory asserts that team membership creates group and improvement in ways in which it favor the in-group at the expense of the out-group (Ferner, Almond &Colling,2005) showed that the mere act of

people categorizing themselves as team members was enough to guide them to show team favoritism. When being categorized in a team membership, people look at achieving positive self-esteem by completely differentiating themselves in groups to form a comparison in some valued dimension.

This theory has emphasized more on the meanings related to being a member of a social category; it is centered a lot on the meanings related to doing a job. Social identity theorists have argued that as a result of individuals outlining themselves in terms of their social group membership and enact roles as part of their acceptance of the normative expectations of in group members, the conception of role is subsumed underneath the conception of team (Ferner, Almond & Colling 2005). However, social identity theorists have usually not centered on these roles. Given their bigger emphasis on team identification, they need to focus a lot on cognitive outcomes like ethnocentrism team polarization and team cohesiveness (Reskin, 2003). Identity theorists have centered more on the behaviours created by persons as a function of their role identities. Social identity theory has additionally and powerfully incorporated self-esteem as an incentive for outcomes. Whereas it is not forever been through empirical observation clearly that self-esteem is very important, it is been shown that team memberships are typically a supply of self-esteem. This can be particularly true for people who not solely classify themselves as members; however who are also accepted by others as members (Reskin, 2003).

2.2 Age diversity

Age diversity has become a great concerned in many organizations which has been brought by demographic changes and globalization. They further illustrated two major theories which points outthis relationship; the social identity and self-categorization. Most people are claimed to group themselves according to groups that seems relevant to them in respect to social identity and categorization theory (Kunze, Boehm & Bruch, 2009; Tajfel & Turner, 1986). As a result, members in a particular team tend to attach themselves to the side of their own group opposed to the others which may breed in discrimination. Therefore if the workforce in a particular organization like age is a paramount criterion for distinction the conflict might arise due the different age groups within the workplace or in a team (Kunze et al., 2009). Griffin, (2012).Illustrates that members who are from different generation age groups can results into conflict due to misunderstanding between each other on various issues such as values thinking capacity, aspirations among others which at many times might not be the same in different age groups and on the other side, Jain, & Verma (1996) also points out that age mixture in an organization has its own benefit if well managed. That is to say that if people in a group or workers complement each other and work in unison toward achieving a common objective or goal. It can bring positive results and thereafter increase their performance. This is because different people have different personalities, traits and strengths high performance may be observed due to their interactions.

Diversity came in as result of globalization and organizations having a focus on global markets in order to reach and tap customers across the world (Jain and Verma, 1996).Workforce is the totality and number of people who are employed in a particular organization (Hornby 2005).Therefore workforce diversity is the similarities and differences of employees working in a particular organization that affects their relationship within the environment in the workplace such as age ethnicity, culture education and religion (Kreitner and Kinichi (2004).

Discrimination of employees directly or indirectly locks the potential of available talent, underutilizes the employees and loses the financial benefits of retaining them (Ellis and Sonnenfield, 1994). Ellis and Sonnenfield (1994) explain that is a relationship between a positive diversity climate, job satisfaction, and commitment to the organization. Proper diversity management can increase an employee's self-esteem and feeling of non-belongingness to the organization especially, if the employee is from a minority group. This means that for organizations, Market share, profits, human capital international markets and competitiveness will depend on the extent to which such organization have adopted or embrace diversity (Barker and Hartel, 2004).

In most organizations many women still face serious discrimination. Locally there are still cases of organisations that dismiss women from their jobs once they fall pregnant but the men who impregnate women keep their jobs. Not only women are discriminated against in terms of pay, racist abuses are levelled against them from all quarters if they belong to the minority groups. Businesses must have a more diverse workforce in order to be more effectively understood and meet the needs of a rapidly growing base of minority consumers. Individuals and groups need to overcome stereotypes or prejudices and recognise that actual dissimilar other have unique and valuable information that can support group processes and performance (Hartel, 2004).

H₀₂: There is no significant relationship between age diversity and and team performance in Moi teaching and refferal hospital, Uasin Gishu County.

III. Materials And Methods

3.1 Target population

A population refers to a group of people or study subject who are similar in one or similar ways and which form the subject of study in a particular study. The target population for this study was 2000 respondents and comprised of managers, departmental heads and other employees from Moi teaching referral Hospital Eldoret.

Table 3.1 Target Population

Institution	Top Management	Middle level management	Other employees	Total
Moi teaching and referral hospital	9	32	1959	2000
Totals	9	32	1959	2000

(Source: MTRH, HR, 2016)

3.2 Sample Size and Sampling procedures

Kothari (2009) defines sample as a sub-group of a population or universe; while sampling is the process they are selected. (Baker, Gandhi, 2007) argues out that a sample should be picked in such a way that it represents the entire population to be investigated. Kothari (2009) explains that the size sample should neither be excessively large or small. An optimal sample is one which fulfils the requirements of efficiency, representatives, reliability and flexibility.

To get a representative sample, the researcher used purposive sampling method to sample top managers and middle level managers of Moi teaching and referral hospital, the process whereby the researcher selects a sample based on experience or knowledge of the group to be sampled. For the case of selecting other employees the researcher used simple random sampling technique as shown below:

In order to determine the sample of other employees the researcher used Yamane's (1967) formulae which are as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n is the sample size,

N is the population size, (1959)

e is the level of precision (0.05).

$$n = 1959$$

$$n = \frac{1959}{1 + 1959(0.05)^2}$$

$$n = 332$$

Therefore, 9 respondents were sampled from top management, 32 from middle level management and 332 other employees making a total of 373 respondents

3.3 Data Analysis and Presentation

The data for the study was entered and coded for completeness and accuracy of information with the help of SPSS, data was analyzed by tabulating the data using frequency tables and correlation. The data was analyzed using both inferential and descriptive, Descriptive statistics included frequencies, percentages, tables and charts, while for inferential statistics; Multiple regression was used for comparisons of the variables. Multiple regression has the following assumptions, Normality assumption where multiple regression assumed that all the variables have normal distribution (Kothari, 2010). Kolmogorov-Smirnov test (K-S) one sample test was used to test normality of assumption. Linearity assumption; in this study it will be assumed that the relationship between variables is linear. Linearity was tested by use of Pearson correlation. Homoscedasticity means that the variance of errors is the same across all levels of the independent variables. This assumption can be checked by durbin Watson test. Multiple regression was used to test the hypothesis; the regression analysis sought to test the significance and nature of the relationship between study variables.

This model was expressed as below:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where,

Y= Dependent variable (team performance)

X= Independent variables;

X₁ = Cultural diversity

X₂ = Age diversity

X₃ = Ethnicity diversity

e = Error term

$\beta X_1, \beta X_2, \beta X_3$ Coefficient of workforce diversity
 e = error of prediction

The research deemed regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Regression was able to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The data was then be presented using frequency distribution tables, bar charts and pie charts for easier understanding.

IV. Results And Discussion

4.1 Effects of age diversity on team performance

The researcher sought to assess the effects of age diversity on team performance. The range was 1=strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=strongly agree. The responses presented and summarized in the table 4.2 below.

Table 4.1 Effects of age diversity on team performance

Age diversity and team performance	M	SD
Age mixture in this organization has its own benefits because it is well managed	3.83	1.321
Members in a particular team tend to attach themselves to the side of their own group	3.86	1.234
Age is a paramount criterion for distinction of conflict that might arise due the different age groups in a team	4.24	.957
different people have different personalities, traits strengths and high performance depending on age	4.09	1.008
Members who are from different generation age groups can results into conflict due to misunderstanding between each other on various issues.	3.65	1.381

As illustrated in table 4.1 majority of the respondents strongly agreed on the effects of age diversity on team performance, on whether Age mixture in this organization has its own benefits because it is well managed the respondents agreed with a mean of 3.83 and a standard deviation of 1.321, on whether members in a particular team tend to attach themselves to the side of their own group the respondent agreed at a mean of 3.86 and a standard deviation of 1.234, further they agree that age is a paramount criterion for distinction of conflict that might arise due the different age groups in a team with a mean of 4.24 and a standard deviation of 0.957, they also agreed that different people have different personalities, traits strengths and high performance depending on age with a mean of 4.09 spread from the mean at a standard deviation of 1.008 and lastly the respondents agreed that Members who are from different generation age groups can results into conflict due to misunderstanding between each other on various issues with a mean of 3.65 spread at a standard deviation of 1.381. This implies that age diversity is a critical factor for team performance at Moi teaching and referral Hospital, this is because their responses were between 3.50 -4.49 implying a Strong relationship between the variables. Additionally the standard deviation was between 0.9 to 1.2 which was higher than 0.5 indicating the homogeneity of study data.

These findings are consistent to that of Kreitner and Kinichi (2004) who stated that proper diversity management can increase an employee’s self-esteem and feeling of non-belongingness to the organization especially, if the employee is from a minority group. This means that for organizations, Market share, profits, human capital international markets and competitiveness will depend on the extent to which such organization have adopted or embrace diversity. On the other hand Griffin, (2012) who stipulated that members who are from different generation age groups can result into conflict due to misunderstanding between each other on various issues such as values thinking capacity, aspirations among others which at many times might not be the same in different age groups.

This concurs with Symbolic Interactionist theory, which is an individual centered orientation theory that focuses on individuals in interaction and within a group, and on the composition development of individual personality. This theory consists of effective leadership, empowerment, balanced/diverse recruitment and selection employee support and diversity training, internal equity and all-inclusive organization culture, staff teamwork, internal supervision and staff motivation as ways of effectively managing workforce diversity. The Strategic Diversity management approach is an integration of the social theory, management theory and psychology which all converge on both the positive and negative effects of workforce diversity.

4.2. Inferential Statistics

Multiple regression model was used as a form of inferential statistics analysis to determine the relationship between the dependent and independent variables.

4.2.1 Results of Regression Analysis Assumptions

4.2.1.1 Normality Test

The study assumed that all the variables have a normal distribution. Kolmogorov-Smirnov test (K-S) one sample test was used in order to test the assumption of the normality of the population distribution, whereby a **significance** value of less than 0.05 indicate that the data is normal and if the significance value is greater than 0.05, the data significantly deviate from a normal distribution.. This is shown in table 4.2 below

Table 4.2 One-Sample Kolmogorov-Smirnov Test

		Cultural. Diversity	Age diversity	Ethnic diversity	Team performance
N		289	289	289	289
Normal Parameters ^{a,b}	Mean	4.03	4.09	3.99	3.96
	Std. Deviation	.704	.722	.788	.812
	Absolute	.212	.179	.216	.259
Most Extreme Differences	Positive	.108	.112	.127	.114
	Negative	-.212	-.179	-.216	-.259
Kolmogorov-Smirnov Z		3.598	3.037	3.667	4.399
Asymp. Sig. (2-tailed)		.000	.000	.000	.000

a. Test distribution is Normal.
b. Calculated from data.

From the table 4.2 above, it is indicated that the data used in this study is normally distributed and hence can be subjected to other statistical tests of significance used to test the relationship between independent and dependent variables that require normally distributed data. This is because the significance values of all the variables were below 0.05 confidence level.

4.2.1.2 Linearity Assumptions

Linearity assumption accurately estimates the relationship between dependent and independent variables; it tests if the relationships are linear in nature, this was done by use of the Pearson product moment Correlation. Saunders (2009) indicated that a correlation of 1 shows a Perfect linear correlation, correlation of between 0.9 and 1 indicates Positive strong correlation, correlation between 0.7 and 0.9 Positive high correlation, correlation of between 0.5 and 0.7 indicates a Positive moderate correlation, correlation of 0 and 0.5 Weak correlation while a correlation of 0 indicates No relationship and a correlation of -1 and 0 indicates a negative relationship.

From the results, it can be seen that correlations among the dimensions were all significant. Cultural diversity, $r=.809$, developmental culture, $r=.868$ and ethnic diversity, $r=.870$ were positively and significantly related to team performance, where they were all between a correlation of 0.7 and 0.9. Linearity assumption was therefore satisfied. This implies that all the dimensions of work diversity under study jointly have a positive and significant impact on team performance. The results are shown in table 4.3 below

Table 4.3 Test of Linear assumption

		Cultural diversity	Age diversity	Ethnic diversity	Team performance
Cultural diversity	Pearson Correlation	1			
Age diversity	Pearson Correlation	.741**	1		
Ethnic diversity	Pearson Correlation	.751**	.854**	1	
Team performance	Pearson Correlation	.809**	.868**	.870**	1

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

4.2.1.3 Test of Homoscedasticity assumption

Homoscedasticity assumes that the dependent variable show an equivalent level of variance across the range of predictor variable. Homoscedasticity is one of the assumptions required for multivariate analysis. The study used Durbin-Watson statistic to test the assumption of Homoscedasticity, the Durbin-Watson statistic should be between 1.5 and 2.5. The results in table 4.4 indicated that The Durbin-Watson statistic is 2.016 which is between 1.5 and 2.5 and therefore the data is not auto correlated.

Table 4.4 Test of Homoscedasticity assumption

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.919 ^a	.845	.843	.322	1.683

a. Predictors: (Constant), Ethnic.diversity, Cultural.diversity, Age.diversity
b. Dependent Variable: Team..performance

4.4.3 Test of Hypothesis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables and team performance. To determine the linear statistical relationship between the independent and dependent variables for this study, all the three hypotheses were tested using the multiple regression models. For each hypothesis, the regression equations were first obtained using the B coefficients on the line of best fit. The decision rule was that when the p-value is less than the conventional 0.05 the null hypothesis is rejected and when it is above the conventional value 0.05 the null hypothesis is accepted,

HO₁: There is no significant relationship between age diversity and and team performance in Moi teaching and referral hospital

From the study linear regression model was used to find out the relationship between the dependent variable team performance and independent variable age diversity. The results are shown in the section that follows

Table 4.5 Model Summary of age diversity and and team performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.754	.753	.404

a. Predictors: (Constant), Age diversity

Table 4.5 illustrates the model summary used in this study, Adjusted R squared is coefficient of determination which tells us the variation in the dependent variables of the study due to changes in the independent variables, from the findings in the above table the value of adjusted R squared was 0.753 an indication that there was variation of 75.3% on team performance due to changes in age diversity. This show that 75.3% changes in team performance at Moi teaching and referral hospital could be accounted for by age diversity, R squared is the correlation coefficient which shows the availability of relationship between the study variables, therefore, there was a strong positive relationship between age diversity and team performance of Moi teaching and referral hospital as shown by R square which is 0.754.

Table 4.5 ANOVA of age diversity and and team performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	143.251	1	143.251	878.653	.000 ^b
	Residual	46.791	287	.163		
	Total	190.042	288			

a. Dependent Variable: Team performance

b. Predictors: (Constant), Age diversity

Table 4.5 illustrates the Analysis of Variance (ANOVA) which assesses the overall significance of the model. According to the table (p=0.000), indicating that there was sufficient evidence that the model is useful in explaining the team performance of Moi teaching and referral hospital Eldoret.

Table 4.6 Coefficients of age diversity and and team performance

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.039	.137		-.283	.778
	Age diversity	.977	.033	.868	29.642	.000

a. Dependent Variable: Team performance

From the data in the above table 4.6, the established regression equation was $Y = -0.039 + 0.977X_2$. From the regression equation it was revealed that age diversity to a constant zero, would be 0.977, such that a unit increase in age diversity would lead to increase in team performance of Moi teaching and referral hospital by a factor of 0.977. The study also found that all the p-value=0.000 was less than 0.05, an indication that age diversity is statistically significant in influencing team performance.

These findings are supported by Griffin, (2012) who stipulated that members who are from different generation age groups can result into conflict due to misunderstanding between each other on various issues such as values thinking capacity, aspirations among others which at many times might not be the same in different age groups.

V. Conclusion

Regarding the effects of age diversity it was concluded that age mixture in this organization has its own benefits because it is well managed, Members in a particular team tend to attach themselves to the side of their own group, Age is a paramount criterion for distinction of conflict that might arise due the different age groups in a team, different people have different personalities, traits strengths and high performance depending on age and members who are from different generation age groups can results into conflict due to misunderstanding

between each other on various issues. Ellis and Sonnenfeld (1994) explain that is a relationship between a positive diversity climate, job satisfaction, and commitment to the organization. Proper diversity management can increase an employee's self-esteem and feeling of non-belongingness to the organization especially, if the employee is from a minority group.

5.1 Recommendation of the Study

Based on the findings of this study, the following recommendations were made:

- i. Moi teaching and referral hospital Eldoret to achieve a high level of efficiency and effective in service provision, the management in the company must ensure that adoption of diverse workforce strategies.
- ii. That management of Moi teaching and referral hospital Eldoret should support workforce diversity efforts such as mentoring or recruitment of minorities for top jobs, organizational diversity and upward mobility efforts more effectively; this will promote organizational team performance.
- iii. Further the management of Moi teaching and referral hospital Eldoret should ensure effective communication of the outcomes and future goals of the diversity strategy; they should also expanded diversity programmes beyond employee groups to include additional stakeholders and the public.
- iv. Lastly the organization should recruit its employees from diverse backgrounds, recruitment in workforce diversity will enable the hospital to select competent, qualified and knowledgeable workforce that improve on its productivity and improve the performance of the company.

5.2 Suggestion for Further Research

There is a substantial amount of research that still needs to be done on workforce diversity since it's a wide subject and plays an essential role in all areas of the organization in making the operation effective and efficient hence promote organizational team performance and thus a further study can be done on the same field but in other sectors or organizations. Whilst this study focused on age diversity , further studies should focus on other aspects of workforce diversity.

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