

Gender diversity in organizational development among private health providers in Kenya: A case of The Nairobi Hospital

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ABSTRACT

The study specifically examined the effects of gender diversity, personality diversity, generational diversity, and ethnicity diversity on organizational development goals at The Nairobi Hospital [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 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.

Keywords: Health Providers, Gender Diversity, Nairobi Hospital, Organizational Development

I. INTRODUCTION

The purpose of organizational development practices is to advance the encounters that an organization has with its outer environment and streamline the operations within to meet the goals of excellence and a better-quality work life (Mokaya & Kipyegon, 2019). Such practices incorporate matching the organization structures with visions and goals. The importance of such factors like training, employee engagement, organizational culture, reward systems, employee motivation, and leadership structures as main parts of organizational development practice has been identified by the research authored by Gohil and Deshpande (2021), Wang (2021), and Kithuka (2022).

As noted globally, Wang (2018) reports that most Chinese organizations have been able to adopt the Western techniques of organizational development such as the development of a common vision, adoption of Human Resource management systems that are performance-based, and institutionalization of budgetary and cost control practices and processes. These successes in organizational development and change are more or less accredited to effective leadership, standardization of management systems, maintenance of learning and training and the development of strategic partnerships.

The diversity management is an important issue in Africa which is also determined by the different cultural, ethnic and socioeconomic landscape of the continent. The Sub-Saharan African region is rife with special challenges and opportunities of diversity management because of the distinctive cultural, ethnic, and socioeconomic composition (Batmomolin et al., 2022). Such variety is evidenced by such nations as Nigeria, and South Africa, both of which have certain problems of their organization development and integration of labor. A nation with a diverse range in

languages and ethnicity, such as Nigeria faces similar challenges when trying to create diverse work atmospheres that make the most of their diverse workforce.

South Africa is a country in which the historical divisions were racial due to the policy of apartheid, which is already coping with the issues of diversity management and prioritizing rapprochement and adequate representation in the workforce (Bruno, 2021). Such enterprises should promote equity, non-exclusive policies, and cultural effectiveness to promote organizational success in diverse populations in these and other countries in the regions (Lemayian, 2022).

The idea of organizational development has found its ways into the minds of different business managers and national leaders in Nigeria. A vivid example of such changes is the transformational leadership patterns which after the merger and acquisition in the financial sector 2013 had dramatically increased the level of organizational development in general and especially in the sphere of human resource management (Lewis, 2018).

Historical changes encouraged by post-colonialism and urbanization have shaped local ways of managing diversity in Nairobi, Kenya (Dobbin & Kalev, 2021). The capital city of Kenya, Nairobi is a mirror-reflection of the socio-cultural dynamics of East Africa; the various organizations in this big city are typical living examples of the same. The Nairobi Hospital has successfully faced the challenges relating to workforce diversity and cultural inclusivity in the past by undergoing a paradigm shift that incorporated the concept of diversity management to the organizational objectives. Management of diversity in the hospital has been shaped by the shifting cultural environment in Kenya, which has been affected by the urbanization that occurred with independence (Lemayian, 2022).

Kithuka (2019) carried out a research study in Kenya to determine how the intervention of organizational development positively affected the performance of bank employees. The research identified that other aspects like favorable workplace environment design, employee and work-force diversities and sound health and safety measures played a major role on the performance of the employees. Likewise, Wanjala (2019) examined how employee engagement is linked to performance in the commercial banks and found that there is a close inter association between overall employee engagement, which is very strong and significant and performance of workers in the commercial banks.

Diversity management aims at minimizing prejudice, enhancing inclusivity, and raising the effectiveness of organizations using the various demographics of workforce (Hogg, 2016; Yeswa & Ombui, 2019). The behavioral conception of leaders and how they are shaped by identities such as gender and race can be explained through the theoretical knowledge of the emergence of such identities as critical race theory and social identity theory (McLeod, 2023). High community needs and social expectations also lead to the specific challenges in dealing with diversity, in terms of addressing varying demands of different people in terms of healthcare organization like The Nairobi Hospital (Curtis et al., 2019). The contextual factors (i.e., healthcare inequities and government legislation) influence the diversity management practices applied by the hospital (Olowookere et al., 2021). This paper deals with the aspect of gender diversity on the organizational development amongst the private health providers in Kenya.

1.1 Statement of the Problem

Although more recognition was attributed to the importance of managing diversity in organizational development in this century, the lack of comprehension relating to how diversity management practices within the company affect its organizational development objectives can also be attributed to TNH (Morrison et al., 2006). Diversity management is becoming a challenge in TNH now (Bruno, 2021). It is vital to understand the general effect of the use of such issues as communication barrier due to ethnicity, gender, generational differences and personality traits on interactions among employees and how it impacts development of the organization to be able to incorporate principles of managing diversity interventions that are effective and promote inclusion and unity in hospital (Nunez-Smith et al, 2009).

Consequently, the study will explore how diversity management impacts organizations development within the group of the Kenyan private health providers. The numerous works have found out that the element of ethnicity as a factor of diversity management of labor force has been overlooked in most of the organizations in Kenya (Kipsang & Kagwe, 2022) and maybe not an exception to TNH. The issue of ethnicity of divided management is a delimitation that the country Kenya as a whole and the organizations in the both the private and the public sector have had difficulties in matching up with. Further, ethnic imbalance in most situations has not been covered as expected. This paper set out to demystify the impact of gender diversity to organizational growth among the Kenya private health providers.

1.2 Research Objectives

To determine the effects of gender diversity on organizational development among private health providers in Kenya

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Social Identity Theory

Tajfel and Turner developed the Social Identity Theory (SIT) in the year 1986. Nonetheless, this theory dates back to the 1970s when a researcher applied the minimum group paradigm that revealed how people had the inherent tendency of distancing themselves to groups of other people. It also demonstrated how individuals can do everything in their way to shine above other groups. According to SIT, individuals develop the identity and belongingness by grouping themselves and other individuals into social categories on basis of shared features (Harwood, 2020). The theory also explains the impact of social categorizations on the individual behaviors and interactions within the workplace, thereby rendering it useful in the field of diversity management particularly (Hogg, 2016). SIT hints to the fact that individuals have a tendency to like individuals with alike identities as compared to the other individuals who belong to another group. This eventually conflicts and lack of working relationships in the workplace.

Healthcare industry is a multicultural industry constituting individuals of different backgrounds in terms of gender, ethnicity, culture, and age (Massoud & Ayoubi, 2020). According to Mousa et al (2020), individual diversity is founded on group-based behaviours whereby individuals who share a certain trait in their behavior become part of a given social group and as such identifies themselves with a given trait of behavior. Moreover, Hogg, (2016) noted that sociological and psychological issues that influence the behaviours of people at large and have been blamed on the concept of diversity interpreted largely are of interest to social identity theory.

SIT is applicable in such a study due to the fact that the study of such groups can provide likely hints that might come up as a result of the formation of in-groups. Thus, to work upon the social identities of the subjects, the study can suggest the practices of diversity management that can lead to inclusivity in TNH. These groups also are founded on general goals that can be applied as bargaining chips in organizational development and management of diversity (Abrams & Hogg, 2006). Integration of the SIT to the study is paramount because the intricacies of these groups are capable of being untied and exploited to use in the development of superior diversity management strategies and realization of organizational growth.

2.1.2 Critical Race Theory

CRT known to others as Critical Race Theory is a brainchild of the realm of law starting in the 1980s. Kimberle promoted it in 1980. CRT does not tolerate the colorblindness of the people and does not deny obvious racial differences among them. On the theory, CRT is the way of observing, paying, considering, following and scrutinizing the manner in which race is created. In addition, CRT is a critical movement both specific to and representative of postmodernism, and yet with a long history of human struggle and liberation.

CRT is an excellent theoretical framework that is in fact suitable towards knowing and solving problems of discrimination and diversity in organizations (Ford & Airhihenbuwa, 2010). The theory provides a sophisticated motive, which considers both structural and systemic elements of racial and ethnic inequality at the workplace. According to Delgado & Stefancic (2023), CRT is a movement and a group of activists or intellectuals whose focus is an exploration and transformation of the relationship between racism and supremacy.

CRT focuses on the realization that people are diverse, and they require equality in community arrangements so that diversity serves the people at workplaces. According to Ladson-Billings (2021) racism has now been strongly entrenched in the social, political and economic behaviors of mankind. What is more is that CRT deals with indirect and apparent racism and consequently demands to examine deeper into these concealed or indirect racism since these are the kinds that prevent development of organizations in the work place. Professor Derrick Bell claims that CRT is all about interest convergence. This implies that humanity can only engage in racism when it benefits them, consequently it is the role of advocates to seek means of making the interest of the so-called superior races and the inferior races compatible and compatible so that diversity can serve in the employment environment (Ladson-Billings, 2021).

The theory can be of significance in grasping diversity within an organization because it helps to appreciate the importance of diversity on the success of the organization. The theory espouses the necessity to eliminate prejudice by putting into consideration other aspects of the society such as ethnicity, social, economic and political. In the framework of the current research, the richness of the workforce of TNH is an essential part of its development. The objective that tries to explore the impacts of ethnic diversity on organizational development at TNH Kenya is anchored on the third objective of the theory. Thus, it will aim at determining the correlation between ethnicity and the effectiveness of teamwork among employees of TNH and how ethnicity affects the communication pattern at TNH.

2.2 Empirical Review

2.2.1 Gender Diversity and Organizational Development

Mousa et al. (2020) conducted a meta-analysis on the comparison of the perception toward women and work happiness in the workplace to that of men. In addition, they aimed at investigating how work happiness and organizational citizenship relate to each other, 260 people working in the above hospitals were interviewed and females ranked most open to policies of diversity management than the males. But the gender of people bore no relationship with the happiness at the workplace. Conversely, it was established that organization happiness in place of work has a positive impact on physician of the citizen behaviours in the organization. Moreover, the diversity management practices were also observed to play a major role in motivating the employees consequently leading to harmony in the workplace and the employees are happy and productive hence organizational development.

A report by Hunegnaw (2017) on gender diversity in managerial roles and organization performance also employed gender in the mediating position in the development of the organization. According to Hunegnaw, the success and competitiveness of the organization will very much rely on the extent to which the organization embraces diversity particularly gender diversity at the workplace. According to the author, just as it is the case with an organization whose wellbeing has come to rely on the level of diversity it has, so is the case with the failure of the organization to a great extent depending on diversity and particularly on its top management. Hunegnaw is of the opinion that gender diversity at the work place enhances a company fit as it strives to earn its ranking in the international markets. The reason is that gender diversity provides an organization with the connection to diverse talents, intellectual capital, reputation, creativity and innovations, best corporate governance and leadership (Hunegnaw, 2017). He further insists that there is a positive correlation between organizational development and gender diversity in an organization.

The disparity between females in workplace and males is huge in India. This has been established by Kaur & Arora, (2020) in a study conducted regarding the recognition of gender diversity and inclusion as the secret of organization growth. It is claimed that the present-day trend is both contemporary and historical but the current working environment has begun regarding women as highly-desired form of human capital. According to the researchers, women in the workplace mean an achievement of business success and growth in the sense that they introduce productivity, decision making ability, problem solving ability and generally organizational performance (Kaur, & Arora, 2020). Indian organizations have embarked on an inclusion policy of women in the work place and this has gained the central role in these organizations. They also provide additional reasons why the inclusion of gender diversity in a work place in India forms the policy of every organization. According to a study conducted on gender and diversity in India by Ghosh (2019) women are finding it difficult to find work in the country because there are too many diverse features to select such as religion and caste therefore, they have to figure out these diverse problems first before given a chance to even consider women. Looking at the influence of gender diversity the focus of this paper is how to represent the gender of women in the upper management and executive positions in Indian firms by Naima (2024). The researcher was able to conclude that discrimination, negative perception, and glass ceiling of women in management have been the main factors of the low percentage of women in executive positions in businesses. The HR manuals in organizations have policies on gender inclusion at top management, however, when these procedures are not well implemented, executed and followed up, it affects the effectiveness of an organization.

According to research carried out by Martins and Parsons, (2007) under the title Effects of gender diversity management on perceptions of organizational attractiveness: The role of individual differences in attitudes and beliefs, organizations should endeavor to control how gender diversity policies and programs are carried out in the workplace such that it is not perceived that it is only being done to signal that, women have not been discriminated against. The workforce considers gender related attitudes on other employees in the work place particularly within gender diversity programs. According to Martins & Parsons, the current focus of organizations no longer revolves around the idea of hiring qualified individuals, but also maintaining them. An alternative to this predicament was through hiring competent and educated female labor.

Organizations presently seek to employ more women in the work place as well as minorities since with diversity management under control, organization performance can be boosted (Martins & Parsons, 2007). As such there has emerged a lot of programs and policies to give women a career push so that they are not left out in organization and good ranking positions. This is because organizations do this not only because, having women in the work place is a monetary advantage to the company but also because it portrays a good image.

According to Hunegnaw (2017), organizational performance and gender diversity have a positive connection. The company rewards under gender diversity include a high level of financial performance, intellectual capital, reputation and corporate governance, easy communication channel and a bigger customer base, creativity and innovation, and good leadership. Although women are necessary to the success of an organization, several barriers exist in terms of women taking up management roles and they include cultural differences, individual and world barriers, absence of mentors and support systems and available scrutiny.

As a result of a thorough review of the mechanisms of creating gender parity at the top, a powerful corporate culture and core values are listed as one of the main and key preconditions of the effective gender equality strategy (Sarri & Troeng, 2016). In a bid to have gender diversity in top management, a certain hierarchy of importance of the two factors is also established as well.

The study conducted by Akobo and Damisah (2018) on diversity management discourse within the African context, it was identified that, the absence of various diversity management strategies retards national development in Africa. Dibobo et al. (2022) observed in South Africa that gender and racial diversity management is like an uphill task because the majority of people do not seem to think otherwise, even the women included feel that certain jobs are to be taken up by men yet in Egypt, Mousa et al. (2020) determined that there indeed is a correlation between gender and diversity management perceptions, workplace happiness and organizational citizenship behavior.

According to Barakagwira, (2021) women in Rwanda have been afforded a good share of leadership opportunities and the country is tops in women empowerment. The author, however, believes that there are still fewer leadership roles that have women in the leadership roles e.g., in the sports management of the country. The author claims that this has been the case because women possess little or no knowledge and interest in sports. Conversely, Dusabe (2023) considers that leadership positions of women in Rwanda are not high yet because of historical foundation that, in general, has led to the conviction of that population that women are supposed to be very active within the household and are allowed to have few external communications.

Otike et al. (2022) found that in the case of Kenya, workplace diversity is an issue in organizations. The researches have however not investigated the work diversity on hospital development. According to the study conducted by Chepkemoi et al (2022), they also mention that gender diversity is directly related to the performance of employees. The results of gender diversity in County Government of Bomet, Kenya are positive and they encourage the county government to lay greater emphasis on gender diversity in the county. In their study, Kirop and Oduor, (2017) in gender and organization performance in Elgeyo Marakwet on the other hand report a lot of challenges when they are dealing with diverse workforce and thus there is lack of female in the working profession and such limited information on the impact of gender and organizational development.

III. METHODOLOGY

3.1 Research Design

The study was based on the descriptive survey research design, which provided qualitative and quantitative information. Descriptive survey research design offers interesting information with regard to the characteristics of a population or a phenomenon through rigorous data collection and analysis (Rea & Parker, 2014). It also provides a good account of attitudes, actions, or perceptions in a large sample. This design can be used in the academic environment as well as in practice to aid in the policy development, strategic planning, and decision making, rather this layout is of particular use in identifying trends, patterns and correlations. This is because its methodology is systematic which makes it highly dependable and it may be used to compare across groups or over time enhancing its applicability in generating empirical data to effectively answer a variety of study questions.

3.2 Target Population

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.

3.3 Sample Size and Sampling Design

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 1 below.

Table 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%

3.4 Data Collection Tools

Questionnaire: The questionnaire is a series of developed questions appropriately arranged to grasp information in the sample group (Kara, 2019). The good thing about questionnaires is that it gathers information about a wide number of people within a short time saving time and money. Secondly it is through questionnaires that one gets instantaneous feedback especially in self-administered questionnaires. Those findings were based on questionnaires, which were used to gather information among medical doctors, nurses and support staff since personal answers could be provided and emailed in cases when a respondent was not comfortable with personal encounters. Along with that, the participants were able to fill in the questionnaires, whenever they wanted to do it and even at their homes to be sure of the truthful answers, and, what is more, data on them. Consequently, the research gave out 168 questionnaires including 12 to the medical doctors, 36 to the nurses and 120 spread to the support staff. The first part of the questionnaire addressed to doctors, nurses and support staff had five sections in the questionnaire with a total of 11 questions. The first section touched on demographics, section two with gender diversity, section three with generational diversity, section four with ethnicity diversity, section 5 with personality diversity and the last section was concerned with organizational diversity.

Key Informant Interviews: Data on the top management employees such as the CEO, HRM, and other department managers of TNH was collected using interviews which are formal meetings involving two or more people with face-to-face interaction. In the study, 5 interview guides were given to the top management who did not participate in the sample where the questionnaires were applied. To start with, the top management was fitted best because they had sufficient information about the Diversity Management at the organization in doing the interviews. These were also charged with the responsibility of monitoring the adoption of organizational strategies and policies and were overall managers of all organizational functions. Second, interviews gave immediate feedback thus enabling the researcher to collect data fast and save both time and money. And finally, it is the flexibility of interviews that explained why they would be best used by the top management that lacked time. The interviews would have been possible to conduct anywhere including even as they moved in the lifts to their offices. The researcher may also reduce the number of questions based on time limits and then prioritize only on the important ones.

3.5 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.

3.6 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. 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.

IV. FINDINGS & DISCUSSION

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 2.

Table 2

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%

On the findings, three-quarters of the population or 79 percent of the respondents confirmed that they know about any gender pay gap policies and initiatives at TNH, and the eight percent of the respondent was undecided on whether they know about any gender pay gap policies and initiatives at TNH and the twelfth of the population or 12 percent of the respondent person agreed not on whether they know about any gender pay gap policies and initiatives at TNH. Moreover, the fact that 66 percent of the respondents strongly agreed that they have experienced or witnessed firsthand gender-based payment disadvantage in the organization, 23 percent of the respondents merely agreed that they have experienced or witnessed firsthand gender-based payment disadvantage in the organization, 11 percent of the respondents discredited that the respondent has experienced or witnessed first-hand gender based payment disparity in the organization and it is 66 percent plus 23 percent equaling 89 percent who strongly disagree/agreed that they have personally experienced or witnessed the gender based payment disparity Using the analysis, 38 of the respondents strongly believed that they agree that they think that men and women are paid equally in doing the same roles at TNH, 47 agreed that they think that men and women are paid equally in doing the same roles at TNH, 3 were undecided that they think that men and women are paid equally in doing the same roles at TNH, 4 disagreed and 7 strongly disagreed this kind of thinking among men and women are paid equally in doing the same roles at TNH..

The result indicated that 59 percent of the respondents strongly agree that gender pay gaps negatively affect employee morale and motivation at TNH, 24 percent of the respondents agreed that gender pay gaps negatively affect employee morale and motivation at TNH, further 8 percent disagreed that gender pay gaps negatively affect employee morale and motivation at TNH and another 9 percent strongly disagreed that gender pay gaps negatively affect employee morale and motivation at TNH. Based on the findings, 59 percent of the respondents strongly agreed that promotions are awarded fairly to both women and men on merit at TNH, 28 percent agreed that promotions are awarded fairly to both women and men based on merit at TNH and 13 percent of the respondents disagreed that promotions are awarded fairly to both women and men on merit at TNH. The outcome showed that most of the respondent's 85 percent agreed that gender diversity in leadership position is vital in organizational development, 2 percent were uncertain on whether diversity in leadership position is vital in organization development, and 13 percent of respondents strongly disagreed that diversity in leadership position is vital in organizational development. Lastly using the results, 53 percent of the respondents strongly agreed that they have either witnessed or experienced gender bias in promotions, 31 percent agreed that they have either witnessed or experienced gender bias in promotions. 3 percent were undecided that they have either witnessed or experienced gender bias in promotions and 13 percent of the respondents disagreed that they have either witnessed or experienced gender bias in promotions.

The results are consistent with Social Identity Theory according to which self-esteem and identity is played out by the membership of the individual in social groups. In TNH, recognition of gender pay gap policies and the perception of unequal pay and promotion reveal the fact that employees identify themselves with their gender groups and the assessment of the treatment of their gender group in the company. The aversion held by most individuals towards gender pay gaps and biases on morale and motivation conditions the importance of perceived inequalities in the determination of in-group bonds and out-group hostilities. Moreover, the principle of gender diversity in



leadership is universally accepted and therefore, reflects the importance that the employees attach to equitable representation in order to create a being of inclusion and equitability within an organization:

4.1.1 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 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.

4.1.2 Organizational Development at TNH, Kenya

The study sought to examine the level of agreement or disagreement with the following on organizational development at TNH, Kenya.

Table 3

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.

Lastly, 86 percent of the respondents strongly agreed that the Nairobi hospital is good at adapting to changes and addressing challenges in the healthcare sector and 11 percent of the respondents had the opposite position in relation to the Nairobi hospital i.e., they strongly disagreed that the Nairobi hospital is good at adapting changes and meeting challenges in the healthcare sector. Also, 72 percent of the respondents observed that resources and tools provided by TNH were sufficient to do my job effectively and 16 percent of the respondents observed that resources and tools provided by TNH are not sufficient to do my job effectively.

4.2 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.

Table 4*Correlation between Gender Diversity on 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.

4.3 Regression Analysis

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables.

Table 5*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

b. Dependent Variable: organizational development at TNH.

The findings show that organizational development at TNH, Kenya is 54.6% as explained by gender diversity while 45.4% is the variation due to other factors which have not been covered in this study.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Based on the results, the researcher came to the conclusion that there is major awareness and concern of gender pay gaps and disparity at TNH. Most respondents have heard about the policies regarding gender pay gap, and a large number has either witnessed or been the victims of a gender-based pay gap. Though a significant number of people feel equal salaries should be paid to the same job, a huge proportion of them still disagree with this idea showing that people still have apprehensions about equitable pay. Moreover, pay gaps based on gender are considered to be bad on employee morale and incentive levels. The majority of respondents are of the opinion that promotions are granted fairly in line with merit but there exists a lot of worry about gender discrimination in the promotion decision making. In general, the participants pay vehement attention to the necessity of gender diversity in leadership as far as the development of organizations is concerned.

5.2 Recommendations

The research advises TNH to be ahead in resolving the gender pay inequalities and gaps. To achieve transparency and accountability of compensation policies, it would be advisable to have sound monitoring and reporting of the pay equity policies. It is essential to conduct regular audits that will allow detecting any gender-related pay inequality and correcting it. Besides, the establishment and maintenance of a culture of equality through routine series of education and sensitization would aid in changing organizational cultures to one which is fairer in terms of compensation. It is important to eliminate the issue of gender in the promotion decisions by introducing a more formal and objective promotion procedure. Lastly, gender diversity at the leadership level improves organizational growth as well as demonstrates a sense of inclusivity and equality in TNH.

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