



UGANDA MANAGEMENT INSTITUTE

**WORK FORCE DIVERSITY AND LABOUR PRODUCTIVITY IN REGIONAL
REFERRAL HOSPITALS IN UGANDA: A CASE STUDY OF FORT PORTAL
REGIONAL REFERRAL HOSPITAL.**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN
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JANUARY, 2015

DECLARATION

I, Victor Kalenzi, do declare that, this research is my original work and has never been submitted to any other University or Institution for any academic award.

Signature.....

Date.....

APPROVAL

This is to certify that this dissertation as a requirement in partial fulfillment of the requirements for the award of Master’s Degree in Institutional management and leadership (MIML) has been submitted for examination with our approval as supervisors;

Signature.....

Dr. STELLA KYOHAIRWE

Date:.....

Signature:.....

DR. DR. GERALD KARYEIJIA

Date:.....

DEDICATION:

This piece of work is dedicated to my precious son Polster Kalenzi Victor whose love and inspiration gives me courage and motivation to work harder.

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ABBREVIATIONS AND ACRONYMS

DM	Diversity Management
CVI	Content Validity Index
FPRRH	Fort Portal Regional Referral Hospital
NGOs	Non-Governmental organizations
SPSS	Statistical Package for Social Scientists
UMI	Uganda Management Institute
MIML	Masters in Institutional Management and leadership

ABSTRACT.

This study investigated the effects of workforce diversity on labour productivity of employees in Uganda regional referral hospitals with Fort Portal Regional Referral hospital as a case study. The study specifically looked at; the relationship between gender and labour productivity of employees, cultural differences and labor productivity and the relationship between the level of education and labor productivity. The study used a case study design with both quantitative and qualitative approaches. The study population included top management, middle management and operation management. Structured questionnaires were used in the study to collect quantitative data and interviews were used to collect qualitative data from key informants. The results of the survey were analyzed to obtain frequencies, percentages and correlations. Study findings reveal that there is a positive significant relationship between gender and labour productivity ($r=251$, $p=.010$). Therefore improvement in gender sensitive balancing and respect leads to improvement in labour productivity. Also there is a positive significant relationship between culture and labour productivity ($r=.217$, $p=0.27$), implying that improvement in cultural aspects and respecting cultural values leads to improvement in labour productivity. There is a positive and significant relationship between education and labor productivity ($r=325$, $p=0.001$), therefore improvement in education helps improve labour productivity. It was therefore recommended that there is need to put in place a comprehensive gender based policy, promote gender inclusion, introduce sensitization to appreciate different cultural differences, put in place an education and training policy and encourage mentorship.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The world's increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. People no longer live and work in an insular market place; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diversity to become more creative and open to change. Maximizing and capitalizing on work place diversity has become an important issue for management today (Kelli et al, 2013)

This study examined the relationship between workforce diversity and employee productivity at Fort Portal Regional Referral Hospital. This chapter presents the back ground to the study, statement of the problem, purpose of the study, objectives of the study, research questions, research hypothesis, significance of the study, scope of the study and operational definitions.

In this study, workforce diversity was conceived as the independent variable while employee productivity was conceived as the dependent variable. Workforce diversity was measured in form of gender that is, male or female, education and work experience in terms of level of education that is certificate, diploma and degree levels, and employee culture in terms language, tribe and cultural practices while employee productivity was measured inform of output, efficiency and time management. It's generally believed that a diversified workforce in terms of the above variables causes more efficiency in terms of labor or employee productivity.

1.1. BACKGROUND TO THE STUDY

The background is divided into historical, theoretical, conceptual and contextual subheadings.

1.2. Historical Back Ground

Although workforce diversity is increasingly becoming a common phenomenon in today's management as a main source of competitive advantage, the practice traces its history from the time of civil and social movements both in Africa and also in the USA and the west at large. In the west, particularly in the US, concepts of diversity emerged initially from the civil rights and women movements and the increase in population of ethnic minorities (Darren M and McDonald, 2004). In the 1960's, social and political changes resulted in the passage of civil rights legislation that prohibited discrimination on the basis of race, color, religion, sex,⁹ national origin, and later age Mendelson,(2007).

Although many countries later adopted diversity policies, many of them "borrowed a leaf" from the USA because of its deliberate and bold effort to end workforce discrimination and promote productivity and equality. It started with affirmative action efforts to save the "minority" groups that had been discriminated for a long time and later was realized it was a form of improving performance. As such the term managing diversity emanated.

The concept of MD originated in the United States. It is widely acknowledged as stressed by (Konrad, 2003; Kelly & Dobbin 1998) that a major impetus to its development was a government commissioned report entitled Workforce 2000 (Johnston & Packer 1987), which examined the changing demographics of the US workforce. Johnston and Packer (1987: xiii) pointed out that, in the years between 1987 and 2000, the workforce would become older, more

‘feminized’ and ‘more disadvantaged’ as ‘only 15 percent of the new entrants to the labor force will be native white males, compared to 47 percent in that category’ in 1987. They stressed the need for national investment in education and training, along with changes in the organization of work and working conditions to accommodate the needs of women workers (e.g., flexible hours, use of sick leave to care for children, more part-time work). Another workforce challenge they identified was that ‘minority workers [Blacks and Hispanics] are not only less likely to have had satisfactory schooling and on-the-job training but they may have language, attitude, and cultural problems that prevent them from taking advantage of the jobs that exist.

These demographic changes came at a time of increased global competition.

The authors such as Johnston & Packer 1987, Konrad, 2003, Kelly & Dobbin 1998 concluded that ‘both cultural changes and education and training opportunities will be needed to create real equal employment opportunities’ and that employers had ‘a new, and more responsive, role to play in the development of their workforces’, especially in relation to education and training. America being a world super power, it influenced other countries through international bodies like the UN, ILO, European Union and thus countries like Uganda to follow its development in the field of workforce diversity hence the enactment of laws in home countries that promote diversity management. The Uganda constitution of 1995 is among such laws that promote diversity management and prohibits discrimination. In the constitution its stated that all Ugandans are equal and have equal rights. Fort Portal Regional Referral Hospital like other government institutions respects equality but has not put specific programs to tackle diversity issues.

1.3. Theoretical Background

There are many theories that have been developed by different scholars and researchers that attempt to explain the concept of workforce diversity and employee productivity.

Assumptions of Alvarez, Lutterman and Associates (1979) Legal Approach Theory and Kavaragh and Kennedy, (1992), Morrison, (1992), socio- psychological Approach form the basis of this study. The first theory is concerned with different individuals' and organizations' understanding and knowledge of the law that governs diversity. (Alvarez, Lutterman and Associates 1979, Thomas 1990), it also looks at the history of affirmative action, equal employment opportunity as per the human rights laws among the regulations that govern diversity (Hellen & Patricia, 1998).

After the world realized that it was next to impossible to leave in a world of discrimination of workers in terms of race, culture, sex, age educational experience among others, the United Nations passed various declarations through ILO, to try to promote workforce diversity management and productivity. For purses of this study, I will majorly rely on this theory, mainly because this theory makes it impossible to manage workers without considering their diversity. To supplement this theory I will also consider the Socio-Psychological Approach which is an interactive approach in which people examine their own beliefs and values, and behavior and they look for the truth and falsity of these and their impact on interaction with others (Kavaragh and Kennedy 1992, Morrison, 1992, the legal approach does not make diversity management optional but rather a legal requirement that cannot be avoided by any formal organization. Thus it makes it important for every organization to understand diversity and implement diversity

management measures. Thus both theories explain the importance of workforce diversity at Fort Portal Regional Referral Hospital

1.4 Conceptual Background

Work force diversity is a term that describes the range of employee characteristics that are increasingly present in the contemporary work force of a country or organization. Although disagreement does exist over the specific definition of diversity, for our purposes it includes differences in employee and applicant characteristics (race, gender, ethnicity, national origin, language, religion, age, education, intelligence, and disabilities) that constitute the range of variation among human beings in the work force. One cannot talk about diversity and don't discuss diversity management. It is through diversity management that organizations control and exploit diversity in their organizations.

There is no one generally accepted definition of Managing Diversity, it is the subject of wide debate among both practitioners (human resource managers and related professionals) and academics. Heery and Noon (2001), the Oxford Dictionary of Human Resource Management, describes Managing Diversity as the concept of recognizing the wide variety of qualities possessed by people within an organization. This recognition is done with an aim of improving productivity of workers. They go on to say that MD emphasizes the individuality of people, and the importance of valuing each person for his or her unique combination of skill, competences, attributes, knowledge, personality traits, etc. This explanation is contested, when we look at both policies and practices within organizations, it is clear that confusion abounds.

The issue becomes even more complex when diversity is considered in relation to terms such as equal opportunity, equal employment opportunity, affirmative action, anti-discrimination and others that signify equity at work. These terms, for which we use the generic term equity in this chapter, predate MD. Equal opportunity is a concept of ensuring fair treatment for all employees (or prospective employees) throughout the organization (Heery and Noon 2001: 106) and, it could be added, in other areas in society. This term, too, is contested, but the reality is that most societies today have legislation in place that addresses fairness in workplace practice and issues of equity (Wirth 2001). Such legislation generally prohibits various types of employment discrimination and sets minimum standards for organizational behavior.

For purposes of this study we define Diversity management as the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs to achieve maximum labour productivity.

Employee productivity is accomplishment of a given task measured against present known standards of accuracy, completeness and speed. Productivity is deemed to be the fulfillment of an obligation in a manner that releases the employee from all liabilities under the contract (spruil, 2008). In this study, employee productivity refers to the standards, meeting targets, quality and quantity of products, services with speed and effectiveness.

1.4 Contextual Background

We live in an age of knowledge and firms that succeed are those that are best able to harness the collective knowledge of their employees. The collective knowledge of any group is enhanced by

including the people with different experience and back grounds. (Hershey H, et al 2002). For organizations to grow, manage competition and improve on productivity they need to improve on creativity and this can only be achieved through diversity (Esty et al, 1995).

According to Linda Barington and Kenneth Troske July, 2011, it's very important to have employees of different races, culture and backgrounds in the work place or business. The above and other authors emphasize that a diversified work force is more productive than a homogeneous work force, yet other authors insist that it's not work force diversity but discrimination that many firms are practicing in the name of diversity management and it does not create or improve productivity. Discrimination is hiring workers based on race, sex, tribe, or color other than their ability.

Fort Portal Regional Referral Hospital has put in place different things/ measures to ensure high employee productivity such as giving break first, lunch allowances, giving offs to workers so that they can rest, giving awards to the best employee performers, strict supervision, medical care, protective wear among others to boost productivity. Health services at FPRRH is done through specialization where each category of employees say nurses, doctors, clinical officers and other health consultants are expected to do specific duties. While nurses admit patients, and administer treatment, doctors examine and recommend specific tests and treatments for patients. Laboratory assistants diagnose and give results.

Each employees work leads to the other. The hospital being a regional referral hospital receives various patients with different illnesses. This requires hard work, efficiency and effectiveness from employees so as to manage such big numbers. Although the above mentioned measures have

been put in place to improve performance, there still many gaps where patients wait for many hours before they are treated, there is high death rates, due to ineffectiveness of health workers, staff strikes, moon walking among others have worsen service delivery. This is due to the different categories of health workers failing to do their duties as per their job description. Therefore, this study was focused on finding out the relationship between workforce diversity and employee productivity at FPRRH.

1.7 STATEMENT OF THE PROBLEM

The management of Fort Portal Regional Referral Hospital has ensured a good working environment in terms of good employee relations, allowances, promotions and training for their employees and these have been the greatest motivators to bring about increased performance/employee productivity over the years. The state of labour productivity is significantly low since employees seem to be less motivated and satisfied with their jobs, this is visible in employees' inappropriate behaviors for example absenteeism, neglecting patients, role conflict, moon walking, lack of team spirit, insubordination, strikes among many others.

According to the Observer News Paper of 06th Sept.2012 "...health workers on strike" the paper termed the conduct of health workers "as a go slow" strike. As Dr. Sam Lyomoki in the same paper says, "this kind of strike is more dangerous than overt strike". According to the daily monitor newspaper 6/06/2013,"... headlined the staff of Fort portal Regional Referral Hospital went on strike again.." explained that the workers went on strike following the dissatisfaction in some issues among which is segregation in payment of workers due to educational levels/differences. There are also increased death rates by patients due to negligence of staff, conflicts among staff, absenteeism, corruption where health workers solicit for money from patients, and late coming. This has thus affected work performance in terms of meeting

deadlines, quality of service and commitment. If employees are to perform well at work, there is need for recognition of the various employee differences that is; workforce diversity in terms of culture, language, sex, race, religion and age. Short of this, excellent employee performance will never be achieved. It is against this background that the study seeks to examine the relationship between workforce diversity and employee diversity in Fort Portal referral hospital.

1.8 General objective

The general objective of the study was to examine the relationship between workforce diversity and employee productivity at Fort Portal Regional Referral Hospital.

1.9 Specific objectives of the study

The study was guided by the following objectives;

1. To examine the relationship between gender and labour productivity of employees at the Fort Portal Regional Referral Hospital
2. To examine the relationship between cultural differences and labor productivity at the Fort Portal Regional Referral hospital
3. To establish the relationship between the level of education and labor productivity at the Fort Portal Regional Referral Hospital

1.10 Research Questions

1. What is the relationship between gender and labour productivity at Fort Portal Regional Referral Hospital?
2. What is the relationship between cultural differences and labour productivity at the Fort Portal Regional Referral Hospital?

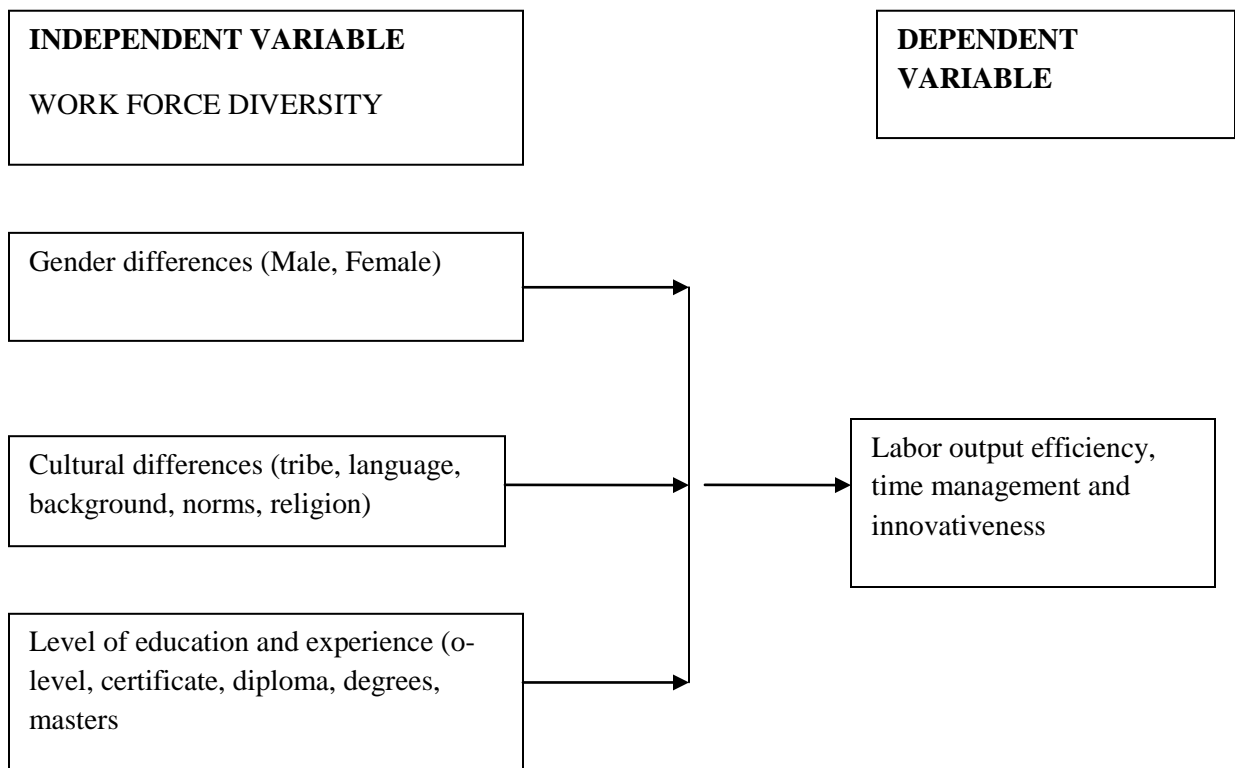
3. What is the relationship between the level of education and labour productivity at the Fort Portal Regional Referral Hospital?

1.11 Research Hypothesis

1. H1= There is a significant relationship between gender differences and labour productivity
2. H2= There is a significant relationship between cultural differences and labour productivity.
3. H3= There is a relationship between the level of education and labour productivity.

1.12 CONCEPTUAL FRAME WORK

Fig 1



SOURCE: Adapted from Edward Ngao and Charles Mwangi (2013) and modified by the researcher

Fig 1 explains how work force diversity affects labor productivity in an organization. Workforce diversity is looked at in three dimensions of gender differences that is male or female, level of education i.e certificate, diploma degree or masters and, cultural differences in terms of language, tribal differences while labor productivity was looked at in terms of labor output, efficiency, time management and innovativeness.

1.13 Significance of the Study

The study established the relationship between work force diversity and labor productivity, which will guide the employers both government, private business operators and NGGOs to adopt good recruitment policies to tap quality staff in terms of talent and experience in order to maximize labor productivity and manage competition.

The study may guide the government on affirmative action policies which are not discriminative but rather useful in contributing on workforce productivity and organizational performance.

1.14 Justification of the Study

The study may help employers to solve the problem of discrimination among work force and tap a talented and motivated workforce which will help in improving organization performance and create a competitive edge over their competitors.

The study can help the employers to make informed decisions in recruiting employees especially basing on the diversity of workers. It will help the employees on how best they can use diversity, what standards to follow and to avoid mistakes in recruitment for the sake of diversity.

The study may also help the employees appreciate the role of a diversified work force in enhancing their productivity.

The study will guide the government and other policy makers in formulating the policies especially on affirmative action issues, recruitment and development of employees.

1.15. The Scope of the Study

1.15.1 Geographical scope

The study was carried out at Fort Portal Regional Referral Hospital in Kabarole District and this Hospital was chosen because it had a diversified workforce thus had information on workforce diversity and labor productivity.

1.15.2 Time Scope

The study considered a period of three years that is from 2011-2013 within which the effects of work force diversity on labour productivity were visible. This is because understanding/ examining the different efforts implemented by the hospital in comparison with workforce diversity requires a long period of time so as to get the effects.

1.15.3 Content Scope

The study looked at workforce diversity and labour productivity, the study specifically looked at gender, cultural differences and level of education and how all these influence labor productivity.

1.16 Operational definitions

- a) Work force diversity in this study is defined as an organizational policy or practice of recruiting employees of diverse culture, age, level of experience, marital status, gender, level of education and race.
- b) Labor productivity is the rate and quality of work output per worker in an organization per unit of time in terms of hours. Gender will mean the differences in sex that is female or male sex

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains a thorough and critical review of the literature, facts and issues on work force diversity and labor productivity by different authors mainly articles and papers as presented in different journals. The study also reviewed different workforce diversity policies by international companies and gave a critical analysis. The review was be thematically arranged as per the theoretical frame work where by each objective was reviewed thoroughly. The objectives included gender and labor productivity, level of education and labor productivity, cultural differences and labor productivity .

It should be noted that the major aim of this study was to examine how workforce diversity affects labor productivity, as such, each diversity aspect as per the objectives was reviewed critically such that its effects on labor productivity are established. Thereafter a summary of the literature review was made where emphasis was put on the lessons learnt, major trends and the gaps whose solution the study sought to address.

2.2 Theoretical Review

There are many theories that have been developed by different scholars and researchers that attempt to explain the concept of workforce diversity and employee productivity, however, for this study, the researcher reviewed two major ones that he felt are more relevant to this study.

The Legal Approach theory: This approach is concerned with different individuals' and organizations' understanding and knowledge of the law that govern diversity. (Alvarez, Lutterman and Associates 1979, Thomas 1990), it also looks at the history of affirmative action, equal employment opportunity as per the human rights laws among the regulation that govern diversity. (Hellen Muller and Patricia Parham, 1998).

According to this theory, all human beings are equal and thus should be given equal opportunity even in workplaces in order to exploit each ones potential to realize organizational performance. However, we cannot discuss this theory, without the contribution of America and the history of affirmative action. On March 6, 1961 President John F. Kennedy issued Executive Order 10925, which included a provision that government contractors "take affirmative action to ensure that applicants are employed, and employees are treated during employment, without regard to their race, creed, color, or national origin." The intent of this executive order was to affirm the government's commitment to equal opportunity for all qualified persons, and to take positive action to strengthen efforts to realize true equal opportunity for all. This executive order was superseded by Executive Order 11246 in 1965.

On September 24, 1965 President Lyndon B. Johnson of the USA issued Executive Order 11246, prohibiting employment discrimination based on race, color, religion, and national origin by those organizations receiving federal contracts and subcontracts. In 1967, President Johnson amended the order to include sex on the list of attributes. Executive Order 11246 also requires federal contractors to take affirmative action to promote the full realization of equal opportunity for women and minorities. Such executive orders from presidents of a superpower country had an influence on other countries and international organization like the UN to pass policies and

laws that prohibited discrimination and promoted proper diversity management to promote labour productivity.

This is because each individual has special attributes and if well exploited every worker can be very productive. As such, all employees of different origins, cultures, gender, age, among other productive. What is important to know is that many people and organizations advocate for diversity management because they knew it had value on labour productivity

The second theory is the **Socio-Psychological Approach**. This is an interactive approach in which people examine their own beliefs and values, knowledge and behavior. They look for the truth and falsity of these and their impact on interaction with others. (Kavaragh and Kennedy 1992, Morrison, 1992). This approach emphasizes skill for dealing with individuals from a diverse background. (Muller et al, 1998). The theory therefore concludes that employers can lose potential ability of employees if their diversity is not fully examined and exploited. When the two theories are analyzed, one realizes that it is important for all organizations to understand the differences among their employees, respect and promote them in order to gain much from their potential. As such Fort Portal Regional Referral Hospital must borrow a leaf if it's to attain employee productivity, Konrad,(2003), Kelly & Dobbin (1998).

2.3 Workforce diversity and labour productivity

As noted above, unlike in the past where men constituted a very high percentage of workforces, recent years have witnessed the influx of many women in the workforce (Nayab, 2010). However, the introduction of women into the workforce has come with several challenges such as sexual harassment, low pay, among others which affect the productivity of such employees.

According to Kelli Green et al, (2002), today's workforce has the highest levels of employment participation ever by women. The number of dual income families and single mothers has increased (Zweigenhaft and Domhoff, 1998). Therefore it's very important for all organizations to treat this as a very important chance or direction in the labor force to tap the great potential of women in the workforce. According to the constitution of the Republic of Uganda 1995, all human beings are equal including women. As such the earlier practice of discriminating women into the workforce is not only illegal but unproductive; as such organizations are making all efforts to tap the potential of women. While some scholars have appreciated the role of women in work places, others have recommended that women are less effective and productive than men, according to the Coleman (2007) the business owned by women were less profitable than those owned by men meaning that women are less effective employees. However, this study does not appreciate other factors that cause profitability of businesses. In recent years Fort Portal Regional Referral Hospital has made a deliberate effort to employ women and train its workforce on diversity related programs. This study found out that a lot has to be done in diversity management such as considering other diversity dimensions if productivity is to be achieved.

2.4 Cultural differences and labour productivity

Culture includes the customs assumptions, beliefs, values, norms, practices arts and skills that guide members about the reason for their existences, the rules for membership and how to relate with others in an organization (Bill Smith et al, 2001).

It should be noted that the work force all over the world is composed of various people of different and diverse cultures, values, norms and practices. There are people of different tribes,

clans and languages both in Africa and the rest of the world. Such values and practices affect people's performance at work.

Organizations need to understand such cultural differences and become totally inclusive so as to gain competitiveness. (Kelli Green et al June 2002 5HRM 1995)

Stephen G Butler, co-chair of the business- Higher Education Forum, believes that diversity including cultural diversity is an invaluable competitive asset that America cannot afford to ignore. (Robinson, 2002). Since developed countries like America, with most successful businesses have realized the importance of cultural diversity for better performance, it is high time Africa took their example.

The (Black Enterprise 2001) assert that managing and valuing cultural diversity is a key component of effective people management. What needs to be studied is what kind of diversity is productive. Diversity should not be valued for the sake of it but rather look for the aspects that make employees more productive.

Respecting and valuing cultural and other diversity issues can increase marketing opportunities and creativity in an organization. (Esty et al 1995) creativity is the only aspect that can give firms competitive advantage, it is important to investigate this aspect and give it due respect. Cultural diversity saves time in an organization which increases productivity. (Mayra Lopez et al, Al 2002)

Organizations need to learn how to manage diversity in the work place to be successful in future (Flagg, 2002). According to Roosevelt, (2001), managing diversity is a comprehensive process

which means there are diverse cultures which managers of organizations need to consider in order realizing the benefits of a diverse workforce.

Bill Smith et al (2012) suggests that heterogeneous groups can work together effectively on mutual goals and objectives through consensus and co-operation. However this is hard in organizations where it's hard to group workers according to their cultures. It's important to make a concerted effort to become aware of what dimensions of cultural diversity exist within an organization. This is an important initial phase. The profile in diversity journal, bring about CEOs of great companies who have adopted the diversity policy so as to match with global changes and maintain a competitive edge.

Jim Murren (May 2013) MGM resort International CEO says that his company is stronger due to implementation of the diversity policy. This is because the policies embraces all team members' differences and provide opportunities for all to reach their potential. Gordon M Nixon CEO Royal Bank of Canada (May 2013) says that embracing diversity cultures is simply both the right thing to do and the smart thing to do. Cultural diversity is about setting of valuing the differences in people and recognizing their similarities, it is not only about achieving results.

Once this way of thinking is established, the benefits of cultural diversity in the workplace almost tend to come naturally. Leigh Goessl, Sept 2008). He further says that investing in cultural diversity in an organization is as valuable as investing in other initiatives such as technology or marketing. Most scholars seem to appreciate the importance of recognizing cultural diversity. What is important is to understand how cultural diversity can improve labor productivity in different organizations.

According to Silva Payne (August, 2009), there are pros and cons of recruiting from cultural groups. Just looking at the benefits of employing a person outside your own immediate cultural group can enhance an already good team of workers and make them great. Great workers are the ones who are very productive, innovative and efficient.

Effie Moore Salam (2009) says a place with diverse culture is a most interesting place to work; a work place without cultural diversity is a work place going nowhere. He says that in a work place with diverse cultures people learn from each other and become more productive. This is partly true because people learn from each other and become more productive. In relation to this, Fort Portal Regional Referral Hospital has adopted different programs such as training policy, gender sensitization, among others to tap the advantages of workforce diversity on labour productivity. The findings indicate that performance is not yet to the expected level, due to lack of a comprehensive plan on diversity management.

2.5 Education level, experience and labor productivity.

In most organizations both government and nongovernmental organizations, many employers mainly base on the level of education and the education back ground to recruit staff. It should be noted that in organizations there is always a diverse work force of different education backgrounds. What this study intend to review is the relationship of education background as an aspect of labor diversity to labor productivity.

According to Knight and Sobot the level of education affects the labor productivity in terms of output. However, some research carried out by David Earlie (2010) in New Zealand and OECD with a portion of 25-64 year olds with bachelors degree or high. It's rate of labor productivity is lower compared to labor productivity in other countries such as Japan, Australia, The United

States and western Europe. This raises the question as to whether education levels affect labor productivity. However, other scholars such as Razzak and Timmins (2010) assert that increase in tertiary education increases productivity. In this perspective, it means the higher one studies, the more productive.

Szeto and M.C Loughlin (2008) looked at whether the increase in qualification levels across the work force, along with increased labor force participation and demographic changes had resulted in improved quality of labor. They found out that the level of qualification especially degree level and above as well as experience lead to more productivity.

According to (Eric Lee, 2012) learning-by-doing leads to productivity improvement, which is gained through experience accumulation. This means that it is not the degree an employee has but how practical is the degree in relation to the work. Some degrees or academic qualifications are more theoretical than practical.

The level of academic achievement or education plays an important role in performance. It starts by giving the first and common ground for communication between people . (Noel Painting et al 20012). They further argue that although the academic level is important in an employee's performance, it's not always a decision factor on how well the employee performs because experience and accumulated training determines the competence of an employee. Smith, 2004 pg 166) emphasizes that it's not education but basic ability and attitude of mind that contribute much on work productivity. More learning opportunities, employer-provided education that enhances job skills and job autonomy are key factors which lead to employer productivity and not first education. (James .T.T Bond and Ellen Galinsky, Nov.2006)

. It also stimulates innovation and creativity. (Endeng Soes, Lowati NND Zamroni Salim, 2009). Education has a direct positive effect on an individual's ability (potential) and his/her productivity (Law et al 1991 and Kim and Mohtadi, 1992) as cited by (Endeng Soes, Lowati and Zamroni Salim, 2009)

Summary

In summary, many scholars as cited above support the view that workforce diversity issues affect work force productivity in any organization. It's argued that in most big organizations workforce diversity is being taken as a very serious element of management and is highly respected.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter documents procedures, definitions and explanations of techniques that the researcher used to collect, sort, code and analyses the data pertaining the topic of research. It presents the research design, study population, and sample size, sampling techniques, research instruments, procedures data analysis and ethical procedures.

3.2 Research Design

This research specifically employed a cross-sectional survey design to collect information from subjects at one point in time. (Rutgers, 2001) encourages the use of this design especially if the researcher is collecting data from the field once. This design was suitable because the researcher collected all the information he wanted from all the respondents.

The study also used co- relational and descriptive research designs. Correlation design was used to examine the degree of relationship that exists between the study variables that is (workforce diversity and labour productivity) investigated while descriptive design was used to describe the characteristics of the variables in relation to the current phenomena using qualitative and quantitative data collected from the respondents

3.3 Study population

The study involved 113 employees selected from Fort Portal Regional Referral Hospital at three levels of management that is; top management (6), middle management (17) and operational level (90). This helped to get information from those who formulate diversity policies, those who interpret them and those who are affected by them. This is because diversity is at all levels of the organization.

3.4 Sample size selection.

The sample size was determined by using the Krejcie and Morgan formula of determining the sample size (Krejcie and Morgan, 1970). A representative sample was taken to lower the costs and make the process faster and more convenient Mellenberg and hand,(2008). Simple random sampling gave an equal opportunity to the element and an equal chance of selection as shown below.

Table 1: Distribution of respondents by category and sampling techniques.

Category	Access population	Sample size	Sampling Techniques
Top management	6	6	Purposive sampling
Middle management	18	17	Simple random sampling
Operational level management	98	90	Simple random sampling
Total	122	113	

Source: Forportal referral Hospital Human Resources Office

the top management included the hospital top leadership that is the Hospital Director, Principal Nursing Officer, Senior Principal Nursing Officer, Human Resource Officer, Hospital administrator, Head of accounts and the senior Medical Officer. Middle management included ward in-charges while operational level management included nursing officers, clinical officers, doctors and other medical officers at the operational /grass root level that do day to day activities of the hospital. As it's indicated in the table, there are more staff at operational level mainly due to the fact that there is more work to be done at operational level than any other level.

3.5 Sampling Techniques and Procedures

Both probability and non probability methods were used in the study, so was simple random sampling and purposive sampling techniques. This was because of the different categories of employees at every level of management. To target specific elements of employees in the sample, purposive sampling or judgmental sampling (Mugenda and Mugenda, 2003) was employed. The researcher used both permanent workers, intern workers and those on contract basis. Despite of the inaccuracy of the method, the researcher chose it because of its authenticity and in formativeness.

For the researcher to come up with such numbers in the sample sizes, all population elements in any category which had less respondents i.e (15 and below) were all taken as respondents using purposive sampling technique and all population elements with more than 15 elements , the researcher used simple random sampling.

The researcher used purposive sampling because of the few elements she had in some categories and they were all key informants and work on different departments especially at the top level management. Simple random sampling was used for middle and operational levels of management. The researcher interviewed people during ward rounds in morning and afternoon because this was the appropriate time to meet most of the officers in the ward. This is because most of them do not have offices so one can best get them on the wards.

3.6 Data Collection Methods

Both primary and secondary sources were used to collect data related to the variables in the study. In this case, data was collected from the staff of Fort Portal Regional Referral Hospital, using questionnaires and interview, were combined to complement each other in order to reduce bias and give a comprehensive understanding of the topic under studied. Document analysis was also used to analyze secondary data, where hospital documents such as staff manual, human resource data bases, performance reports, and journals from the internet were reviewed. This was done so as to get comprehensive and detailed information about the subject.

3.6.1 Questionnaire Survey.

The questionnaire was structured to cover the research objective and research questions to enable the researcher get more in-depth information and analyze data collected more easily. This was done through considering the different dimensions of the variables so as to get relevant information.

The questions were phrased in simple English and interpreted to the respondents by the researcher so as to help them (respondents) react to them with less or no difficulty. The

respondents did not put their names on the questionnaire but rather used numbers which were only known to the researcher so as to protect their identity and privacy as a way of following the research ethical guidelines. This helped to collect both qualitative and quantitative data.

3.6.2 Interview

The researcher generated an interview guide which was used during the interview process to avoid bias, long sentences and digressing. It was specifically prepared for top management level who had less time to fill the questionnaires and also to get factual first hand information that was required. Carrying out an interview helped the researcher to observe and make informed observations which helped in the discussion of study findings.

3.6.3 Document analysis

This is the review of data or information gathered overtime by other scholars, researchers and schools in any field of study. The documents reviewed included the human resource strategic plan, performance reports, appraisal reports, and disciplinary reports. This was very useful because it gave the researcher information that I couldn't find about how labour productivity has been for the last five years.

3.7 Data Collection Instruments

Data collection instruments included self administered questionnaire, interview guide and documentary checklist.

3.7.1 Self Administered questionnaire

Self administered questionnaires were organized according to the five points rating scale of 1 to 5 (1. Strongly agree, 2. Agree, 3. Neither agree nor disagree, 4. Disagree, 5. Strongly disagree) to get the opinion and attitude of respondents by choosing the rating points on the scale. This method was the major way of collecting primary data. This is due to its efficiency in collecting data as by (Sekaran, 2000). It also helped make it easy to compare data from different respondents because all of them were given similar questions to respond too. As such it made it easy to compare their reactions.

3.7.2 Interview Guide

The interview guide was used to supplement the questionnaires. This was mainly used for top management who don't have time to fill the questionnaires. It helped to examine the attitudes, suggestions and the feelings of the respondents.

3.7.3 Documentary checklist

This entails policy documents, Hr manuals, minutes of meetings held by board members and other reference documents that are used at Fort portal Regional Referral Hospital. This helped the researcher to know the staff performance/ productivity for the last five years, people's attitude towards the different diversity dimensions and the level of diversity at FPRRH.

3.8 Validity and Reliability

Validity

According to (Amin, 2005), validity is the ability to produce findings that are in agreement with theoretical or conceptual values, in other words to produce accurate research results.

Questionnaire and semi-structured interview schedule were pre-tested (Mugenda and Mugenda, 2003) such that assurance is guaranteed that the instrument will fetch the right data for analysis the kind that represents respondents' views. This implied that for coefficient validity to be accepted, it has to be 0.7 and above as recommended by Amin(2005). A content validity index (CVI) was employed and the formula was;

$$CVI = \frac{\text{Number of items rated relevant}}{\text{Total number of items}} * 100$$

Total number of items

This formula is mostly used for qualitative data. To find out if my questionnaire was valid, I gave it to my supervisor, colleagues in my class, and finally to a consultant to read through so that they can reward it marks or rate it. Then I added up all those marks to find my average because the high the average the better my results.

Reliability

Reliability refers to the extent to which the research instrument yields consistent findings (Saunders, Lewis, Thornhill and Phill, 2006). This means my instrument has the ability to produce the same results whenever it will repeatedly be used to measure variables or concept from the same respondents even by other researchers.

Reliability was also measured numerically as per the Cronbach alpha coefficient; where by any value above 0.5 was good and the higher it got the better it was considered reliable. This was achieved when I did a pilot test and got results that I entered in SPSS and then my results were above 0.5. The instrument was clear, consistent, anonymous and without names. The Reliability was determined when this same tool was used across all levels of management and the researcher got answers.

Table 3, Reliability statistics

Cronbach's Alpha	No of items
0.685	45

The total reliability was 0.685 and when you round it off, you get 0.7 which is high and this shows that the questionnaire I used was reliable.

3.9 Procedure of data collection

The researcher got an introductory letter from Uganda Management Institute which he used in collecting data from FPRRH. The letter served as confirmation that the exercise was for academic purposes and permission had been granted by the degree awarding institution.

3.10 Data analysis

3.10.1 Quantitative Data

After data was collected, it was edited, coded and fed into the computer using SPSS program which helped to summarize the coded data and produce the required statistics in the study.

Quantitative data was analyzed using Pearson's correlation technique because it helps in determining the strength and direction of association between variables. In testing the hypothesis, the study applied correlation analysis to determine the relationship between two or more variables or set of variables as recommended by Cohen and Cohen (1938). Hypothesis testing was carried out by stating the null and alternate hypothesis with the use of Pearson's product moment correlation analysis to assess the level of significance. Multiple regression analysis was carried out to determine the strength, direction and relationship between workforce diversity and employee productivity.

3.10.2 Qualitative data

Qualitative data was analyzed and coded using both thematic and content analysis methods by reporting narratively. This is because two approaches complement each other since the themes emerge from the researcher and the description summaries from the respondents.

3.11 Measurement of Variables

The five (5) rating scale of likert was used to measure the relationship between workforce diversity and labor productivity at Fort Portal Regional Referral Hospital. Respondents were asked the degree of agreement with the statements in the questionnaire. The questionnaire was classified from 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4- agree, 5- strongly agree. Basing on the responses, analysis was done to measure the respective variables.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction.

This chapter presents the analysis and interpretation of the study findings arising from the data collected from the respondents using questionnaires and interview guides. The first section presents the response rate and demographic characteristics followed by a presentation and analysis of the study findings in relation to specific objectives. The purpose of the study was to examine the relationship between workforce diversity and employee productivity at Fort Portal Regional Referral Hospital.

4.1 Response Rate

A total of 120 questionnaires were distributed and 113 were returned giving an overall response rate of 94.1%, which is an internationally acceptable response rate since it is over and above the 50% rate as Mugenda and Mugenda, (2003) recommend. The researcher in addition to the data collected through questionnaires, also collected qualitative data from both middle and top management. These included the hospital top leaders and heads of departments. This response high rate of 94.1% as shown above indicates that data was collected from a big number of respondents; hence the collected data and the findings from it can be relied on as according to Mugenda and Mugenda, (1999). The high response rate as indicated above was because of high level of co-operation and enthusiasm from the respondents and the fact that research was carried in geographically small area of Fort Portal referral hospital in Fort Portal.

4.2 Demographic characteristics of the sample.

In this section the background characteristics of the respondents are presented. The section presents gender, age groups, management level, education level, tribe and religion of the staffs from Fort Portal Regional Referral hospital.

4.2.1 Distribution of Respondents by Gender

The study sought to find out the gender distribution of Fort Portal referral hospital staff who participated in the study and the findings are indicated in the table below.

Table 3: Demographic description of the sample by gender (N=104)

Gender		Frequency	Percent
	Male	30	28.8
	Female	74	71.2
	Total	104	100.0

Source: Primary data from field study

The findings in table 3 above show that the female respondents, 74% were the majority compared to the males, 28.8%. This is a true representation of the composition of health workers especially at the lower levels, where the females are the majority. In a hospital setting where majority of the work is done by nurses whose bigger composition is by females, it indicates that admitting patients, administering treatment, bed laying and wound dressing and other nursing care duties are done by female health workers. Furthermore, an interview with the principal nursing officer (PNO) the senior principal nursing officer (SPNO) and the hospital director and on reviewing documents in the human resource manuals showed that the number of people who study nursing especially at certificate level are mainly females. This is due to the traditional

belief that nursing is mainly for women. It was until recently that men started going for nursing as a profession. This greater number of females than males can be interpreted in many ways but according to this research its due to the scarcity of male nurses due to the history and tradition belief that nursing is for females.

4.2.2 Distribution of respondents by age groups (N=104)

The study collected the age groups of the staffs who participated in the study so as establish its distribution and below are the findings.

Table 4: Distribution of respondents by age groups

Age group		Frequency	Percent	Cumulative Percent
	Below 30 years	78	69.0	75.0
	30 - 39 years	16	14.1	90.4
	40 - 49 years	15	13.2	96.2
	50 - 59 years	4	3.5	100.0
	Total	104	100.0	

(Source: Primary data from field study)

The findings in table above indicates that the majority of the respondents, 69.0% were aged 30 years and below, while 14.1% were between 30 - 39 years, 13.2% were aged 40– 49 years, and only 3.5% were aged 50-59 years. One of the top management staff interviewed said that

... “ following the recent government effort to increase the number of health workers in health centers including national referral hospitals, a number of young people new in services have been recruited...”,

a reason for more young people at Fort Portal Regional Referral hospital. It might also due to the fact that the more experienced and old health workers do not stay at the hospital, either have their own clinics or have left the profession for better employment opportunities. The fact that the majority of the respondents were at operational level, the more elderly workers could have advanced their career and promoted to top and middle management levels. This implies that majority of the employees at operational level are young and are less experienced most probably explaining the reason for inefficiencies at work. However such young people are energetic, enthusiastic and can be trained into excellent health workers if necessary steps are taken to manage diversity.

4.2.3 Respondents by management level

Table 4: Showing the distribution of respondents by management level (N=104)

The study sought to find out the management level distribution of staff who participated in the study and the findings are indicated in the table below.

Management Level		Frequency	Percent
	Lower level	93	82.3
	Middle level	16	14.1
	Top level	4	3.5
	Total	104	100.0

(Source: Primary data from field study)

The findings in table above indicates that the majority of the respondents, 82.3% were from the lower level of management, 14.1% were from the middle level, while only 3.5% were from the top level of management. This is a true reflection of the organizational setting where majority of

the workers are always at operational level, fewer at middle level and very few at top management. This is because a lot of work in most organizations is done at operational level. At Fort Portal Regional Referral Hospital, there is a lot of work at operational level which includes admitting patients, treating them, and discharging them, the reason for having more people at operational. This implies diversity effects are most felt at this level since there more employees at this level than any other level.

4.2.4 Respondents by highest level of education

Table 4: The distribution of respondents by highest level of education (N=104)

The study sought to find out the highest education level distribution of staff at Fort Portal regional referral Hospital who participated in the study and the findings are indicated in the table below.

Level of Education		Frequency	Percent	Cumulative Percent
	Certificate	72	63.7	63.7
	Diploma	35	30.9	94.6
	Bachelor's degree	4	3.5	98.1
	Master's degree	2	1.7	100.0
	Total	104	100.0	

(Source: Primary data from field study)

The findings above indicate that the majority of the respondents, 63.7% were Certificate holders, while 30.9.0% were diploma holders, 3.5% were Bachelor's degree holders and only 1.7% were Master's degree holders. It further show that 94.6% of the respondents were holders of Diploma and Certificates and only 5.8% were holders of both the Bachelor's and Master's degrees. This is true because in the country there is limited supply of diploma and bachelors nurses. This relates

to the comments by the hospital personnel who said that this was “...mainly due to the strict government policy of getting a study leave and lack of funds to facilitate continuous career development of health workers especially at operational level.” Certificate being the first level/entry point into nursing, the salary given is too small to enable them further their studies. This is most probable reason for more certificate nurse than any other cadre in Fort Portal Regional Referral Hospital. The more qualified health workers being few are highly demanded. Many of them have private clinics in which they spend most of their time. This is the reason they were not at the station and the time of conducting this research.

4.2.5 Respondents by highest tribe

Table 4: Showing the distribution of respondents by tribe (N=104)

The researcher also collected information about the respondents’ tribes and the findings are indicated in the table below.

Tribe	Frequency	Percent
Mutooro	30	28.8
Mukonjo	26	25.0
Muganda	16	15.4
Mukiga	14	13.5
Other	12	11.5
Munyankore	6	5.8
Total	104	100.0

(Source: Primary data from field study)

The findings above indicate that Batooro contribute the highest percentage (28.8%), while the Banyankore were 5.8%. The 11.5% were other tribes include (Banyoro, Alur, Bafumbira and Lugbara). This implies that there is not very big difference in representation of tribes in the hospital. Diversity in relation to other Ugandan tribes is limited in this hospital but also even with in western Uganda tribes which are represented in this study shows there is diversity in terms of culture, language, and tribal backgrounds that impacts on labor productivity. Therefore it's important for the organization to consider diversity management as a tool to boost employee productivity

4.2.6 Respondents by highest religion

Table 4: Distribution of respondents by religion (N=104)

The study collected the religion of the staffs that participated in the study so as establish its distribution and below are the findings.

Religion		Frequency	Percent
	Catholic	44	42.3
	Anglican	38	36.5
	Muslim	6	5.8
	Adventist	6	5.8
	Pentecostal	10	9.6
	Total	104	100.0

(Source: Primary data from field study)

The findings above indicate that the highest number of the respondents, 42.3% were Catholics, while 36.5% were Anglicans, 9.6% were Pentecostals, while the Muslims and Adventists tallied

at 5.5%. This is in line with the distribution of religions in Uganda. Different days of different denominations may affect labor productivity in the long run, for example Muslims respect a Friday and many do not work, advents respect Saturday as they call it a day of resting so do Catholics and other Christians on Sunday.

Empirical Findings on workforce diversity and employee labor productivity at fort portal referral hospital.

The empirical findings are presented using descriptive statistics of frequencies and inferential statistics of correlation coefficients in relation to the specific objectives. The purpose of this study was to examine the relationship between workforce diversity and employee productivity at Fort Portal Regional Referral Hospital. The study purpose was broken down into four specific objectives as follows: To examine the relationship between gender and labour productivity of employees at the Regional Referral Hospital; To examine the relationship between cultural differences and labor productivity at the Regional Referral hospital; To establish the relationship between the level of education and experience and labor productivity at the regional Referral Hospital.

The descriptive statistics of the findings shall be presented objective by objective, while the inferential statistics of correlations shall be presented at once for all the objectives as the hypotheses are tested. All the variables were measured on a five point Likert scale ranging from 1-Strongly Disagree (SD), 2 – Disagree (D), 3 – Not Sure (NS), 4 – Agree (D) and 5 - Strongly Agree (SD).

4.3.1 The relationship between gender and labour productivity of employees at Fort Portal regional Referral Hospital;

In order to understand the attitudes and perceptions of the respondents on gender, so as to examine whether it has a relationship with labor productivity of employees at the Fort Portal Regional Referral Hospital, the researcher used a total of six statements or items on the questionnaire, to which the respondents were required to show their level of agreement or disagreement. Below the researcher presents the findings.

Table 4.4. Views of respondents on gender;

Statements measuring gender	SA	A	UD	D	SD
My organization has a policy on gender	48.1	48.1	0.0	3.8	0.0
I am comfortable working with different gender	55.8	44.2	0.0	0.0	0.0
Gender differences do not affect my performance	55.8	36.5	7.7	0.0	0.0
Being female or male contributes to my performance	32.7	53.8	13.5	0.0	0.0
Being female or male does not affect my performance	19.2	71.2	9.6	0.0	0.0
I have never been mistreated by the opposite sex	32.7	57.7	9.6	0.0	0.0

Source: Primary data from field study

On the variable of gender, majority of the respondents expressed their agreement on all the items used to measuring it; with 96.2% agreeing that the organization has a policy on gender, 100.0% agreeing that they are comfortable working with different gender, 92.3% agreeing that gender differences do not affect their performance, 86.5% agreeing that being female or male contributes to their performance, 90.4% agreeing that being female or male does not affect their performance and 90.4% agreeing that they have never been mistreated by the opposite sex. This

is probably true due to great effort by both the government and non government organizations to fight against gender segregation. A lot has been done to promote women. This has improved performance of workers. However this has been done at the cost of other difference (diversity dimensions such male sex as a lot of effort has been put on women). Other differences have been ignored, such as culture, health, sex orientation among others, a reason to explain the continued under performance by employees at FPRRH.

4.3.2 Relationship between culture and labor productivity at the Regional Referral hospital

In order to understand the attitudes and perceptions of the respondents on culture, so as to examine whether it has a relationship with labour productivity of employees at the Fort Portal Regional Referral Hospital, the researcher used a total of six statements or items on the questionnaire, to which the respondents were required to show their level of agreement or disagreement. Below the researcher presents the findings.

Table 4.4 Showing views of respondents on culture;

Statements measuring culture	SA	A	UD	D	SD
My cultural practices affect my performance	28.8	51.9	15.4	3.8	0.0
Disrespect on my cultural values demotivates me at work	26.9	44.2	25.0	3.8	0.0
My organization respects my culture	59.6	34.6	5.8	0.0	0.0
Tribal differences at work do not affect my performance	26.9	46.2	11.5	15.4	0.0
My organization's policies do not consider my cultural norms and values	32.7	28.8	25.0	7.7	5.8
Organizational culture does not consider my personal culture	25.0	61.5	13.5	0.0	0.0

Source: Primary data from field study

On the variable of gender, majority of the respondents expressed satisfaction on all the items used to measuring it; with 80.7% agreeing that their cultural practices affect their performance, 71.1% agreeing that disrespect on their cultural values demotivates them at work, 94.2% agreeing their organization respects their culture, 73.1% agreeing that tribal differences at work do not affect their performance, 61.5% agreeing that their organization's policies do not consider their cultural norms and values and 86.5% agreeing that organizational culture does not consider their personal culture. This prompted me to seek information from one of the administrators who said that

...Cultural differences are not a major issue since most of the employees have shared backgrounds and cultures..."

Unlike the variable of gender above, there is no policy on cultural differences. As explained above, a lot of effort has been put on gender differences, ignoring other differences like culture. This has continued to affect performance as it de-motivates workers especially when their cultural rights are abused.

4.3.2 The relationship between the level of education and experience and labor productivity at the regional Referral Hospital;

In order to understand the attitudes and perceptions of the respondents on level of education and experience, so as to examine whether it has a relationship with labour productivity of employees at the Fort Portal Regional Referral Hospital, the researcher used a total of six statements or items on the questionnaire, to which the respondents were required to show their level of agreement or disagreement. Below the researcher presents the findings.

Table 4.4 views of respondents on level of education and experience;

Statements measuring level of education and experience	SA	A	UD	D	SD
My level of experience is highly related to my performance	44.2	46.2	5.8	3.8	0.0
My performance would improve if I got more training	53.8	42.3	3.8	0.0	0.0
My organization considers the level of experience in recruitment	38.5	48.1	9.6	3.8	0.0
I learn from my colleagues in the course of my work	26.9	53.8	7.7	11.5	0.0
My performance improved due to learning from my colleagues	25.0	42.3	25.0	7.7	0.0
More educated colleagues work better	15.4	44.2	26.9	13.5	0.0

Source: Primary data from field study

On the variable of education and experience, majority of the respondents expressed satisfaction on all the items used to measuring it; with 90.4% agreeing that their level of experience is highly related to their productivity, 96.1% agreeing that their productivity would improve if they got more training, 86.6% agreeing that their organization considers the level of experience in recruitment, 80.7% agreeing that they learn from their colleagues in the course of their work 67.3% agreeing that their productivity improved due to learning from their colleagues and 59.6% agreeing that more educated colleagues work better. This indicates that the majority of employees at FPRRH are less educated with a certificate, and some are nursing assistants, this could explain the reason for underperformance in an interview with one of the to administrators, she said that

”..... a more educated worker can perform better that a less educated worker....”.

The fact that majority of the employees at Fort Portal Regional Referral Hospital hold the least qualification that is certificate. This means their productivity is less than it would be if they were more educated.

4.3.3 Findings on labor productivity at the regional Referral Hospital;

Labor productivity at the regional Referral Hospital was measured on the questionnaire using eight statements or items, to which the respondents were required to show their level of agreement or disagreement. Below the researcher presents the findings.

Table 8: views of respondents on labor productivity at the regional Referral Hospital

Statements measuring labor productivity	SA	A	UD	D	SD
I do my work in the required time	55.8	34.6	3.8	5.8	0.0
I achieve my targets set by my supervisors	30.8	65.4	3.8	0.0	0.0
I attend to the recommended number of clients	57.7	42.3	0.0	0.0	0.0
I am satisfied with my job	65.4	34.6	0.0	0.0	0.0
My output conforms to the specified schedule of duties	71.2	28.8	0.0	0.0	0.0
My supervisors are satisfied with the level of my performance	46.2	53.8	0.0	0.0	0.0
Fellow staff are satisfied with the level of my performance	42.3	55.8	1.9	0.0	0.0
My clients are satisfied with the level of my performance	69.2	30.8	0.0	0.0	0.0

Source: Primary data from field study

On the variable of labour productivity, majority of the respondents expressed satisfaction on all the items used to measuring it; with 90.4% agreeing that they do their work in the required time, 96.2% agreeing that they achieve their targets set by their supervisors, 100.0% agreeing that they

attend to the recommended number of clients and 100.0% agreeing that they are satisfied with their job, however this does not mean that employees are very productive, what is important is how much work they do in their duties. Some employees report to work as per the duty but do not perform. However this is a good sign of potential to be more productive. If the government can address other diversities, there is great potential that such employees can be more productive.

Further more on this variable; 100.0% agreed that their output conforms to the specified schedule of duties, 100.0% agreed that their supervisors are satisfied with the level of their performance, 98.1% agreed that fellow staff are satisfied with the level of their performance and 100.0% agreed that their clients are satisfied with the level of their performance. Although this seems like a good sign, it can't be highly relied upon since it was a self upraising.

4.4. Hypothesis Testing

This study had three hypotheses, which the researcher tested by using Spearman's correlation coefficients as recommended by (Amin, 2005). The hypotheses were stated as below;

Hypothesis number 1: There is a significant relationship between gender and labour productivity of Fort Portal Regional Referral Hospital.

Hypothesis number 2: There is a significant relationship between culture and labour productivity of Fort Portal Regional Referral Hospital.

Hypothesis number 3: There is a relationship between the level of education and experience and labour productivity of the Regional Referral Hospital.

Bivariate correlations coefficients were used to test the above hypotheses. They were tested at 95% confidence with two-tailed test of significance. The findings are presented in the table below.

Table 8: The Inter-Correlations among the Study Variables

Variable	Spearman's Correlation Coefficient	Gender	Culture	Education and Experience	Labour Productivity
Gender	Correlation Coefficient	1.000	.520 [*]	.722 [*]	.251 [*]
	Sig. (2-tailed)	.	.000	.000	.010
	N	104	104	104	104
Culture	Correlation Coefficient	.520 [*]	1.000	.597 ^{**}	.217 [*]
	Sig. (2-tailed)	.000	.	.000	.027
	N	104	104	104	104
Education and Experience	Correlation Coefficient	.722 [*]	.597 [*]	1.000	.325 [*]
	Sig. (2-tailed)	.000	.000	.	.001
	N	104	104	104	104
Labour Productivity	Correlation Coefficient	.251 [*]	.217 [*]	.325 ^{**}	1.000
	Sig. (2-tailed)	.010	.027	.001	.
	N	104	104	104	104

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

The findings in the table above show that there is a weak positive relationship between Gender and Labour Productivity, given by Spearman's correlation coefficient of 0.251. The relationship

is statistically significant at 95% confidence level (2-tailed) as the p-value is less than 0.05 (=0.010).

The findings in the table further show that there is a weak positive relationship between Culture and Labour Productivity, given by Spearman's correlation coefficient of 0.217. The relationship is statistically significant at 95% confidence level (2-tailed) as the p-value is less than 0.05 (=0.027)

The findings in the table further show that there is a weak positive relationship between Education and Experience and Labour Productivity, given by Spearman's correlation coefficient of 0.325. The relationship is statistically significant at 95% confidence level (2-tailed) as the p-value is less than 0.05 (=0.001)

4.4.3 Interpreting the findings and making a decision on the hypothesis

Basing on the research findings, the researcher made the following interpretation and decision on each of the hypotheses.

Hypothesis number 1:

The research findings show that there is a statistically significant relationship between gender and labour productivity of Fort Portal Regional Referral Hospital ($r=0.251$, $p\text{-value}<0.05$ (=0.010)). This implies that improvements in gender /sensitivity balancing and respect lead to improvements in labour productivity of the Fort Portal Regional Referral Hospital. The researcher therefore accepted hypothesis number 1, which was stated as thus, there is a significant relationship between gender and labour productivity of the Regional Referral Hospital.

Hypothesis number 2:

The research findings show that there is a statistically significant relationship between culture and labour productivity of the Regional Referral Hospital ($r=0.217$, $p\text{-value}<0.05$ ($=0.027$)). This implies that improvements in cultural sensitivity/balancing and respect of cultural differences. This leads to improvements in labour productivity of the Regional Referral Hospital. The researcher therefore accepted hypothesis number 2, which was stated as thus; There is a significant relationship between culture and labour productivity of Fort Portal Regional Referral Hospital.

Hypothesis number 3:

The research findings show that there is a statistically significant relationship between Education and Experience and labour productivity of the Regional Referral Hospital ($r=0.325$, $p\text{-value}<0.05$ ($=0.001$)). This implies that increased Education Level and Experience leads to increased labour productivity of the Regional Referral Hospital. The researcher therefore accepted hypothesis number 3, which was stated as thus, there is a relationship between the level of education and experience and labour productivity of Fort Portal Regional Referral Hospital.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research general objective and specific objectives. The specific objectives were as follows: To examine the relationship between gender and labour productivity of employees at the Fort Portal Regional Referral Hospital; To examine the relationship between cultural differences and labor productivity at the Fort Portal Regional Referral hospital; To establish the relationship between the level of education and experience and labor productivity at the Fort Portal Regional Referral Hospital.

5.2. Summary of the findings

5.2.1 Objective one: The relationship between gender and labour productivity of employees at the Fort Portal regional Referral Hospital;

Gender was studied by asking the respondents six (6) questions with the responses measured on the Likert scale. The findings got indicate that gender has a weak positive relationship with labour productivity. The p-value for gender is less than 0.05 ($=0.010$), given $r=0.251$, the researcher therefore accepted the relationship as statistically significant. This implies that improvements in gender balancing and respect lead to improvements in labour productivity of Fort Portal Regional Referral Hospital.

5.2.2 Objective Two: The relationship between culture and labor productivity at the Fort Portal Regional Referral hospital;

Cultural differences were studied by asking the respondents six (6) questions with the responses measured on the Likert scale. The findings got indicate that culture has a weak positive relationship with labour productivity. The p-value for culture is less than 0.05 ($=0.027$), given $r=0.217$, the researcher therefore accepted the relationship as statistically significant. This implies that improvements in cultural balancing and respect lead to improvements in labour productivity of Fort Portal Regional Referral Hospital.

5.2.3 Objective Three: The relationship between the level of education and experience and labor productivity at Fort Portal regional Referral Hospital;

Level of education and experience was studied by asking the respondents six (6) questions with the responses measured on the Likert scale. The findings got indicate that level of education and experience has a weak positive relationship with labor productivity. The p-value for level of education and experience is less than 0.05 ($=0.001$), given $r=0.325$, the researcher therefore accepted the relationship as statistically significant. This implies that increased education Level and Experience leads to increased labour productivity of the Regional Referral Hospital

5.3.0 Discussion of the findings

In this section the researchers discusses the findings of the study according to the study objectives

5.3.1 Objective one: The relationship between gender and labour productivity of employees at Fort Portal regional Referral Hospital;

In the findings, it's important for the management of Fort Portal Regional Referral Hospital to always respect, consider gender as an important factor in the management of human resources. Gender discrimination should highly be avoided if it's to achieve increased labour productivity and thus general organizational performance. In agreement with the above, some scholars like Abbas,(2011) argue that The human resource managers should be careful while hiring & promotion of the employees and providing facilities to employees in order to avoid any gender discrimination because it has a direct relationship on employee productivity and which will reduce organizational productivity. The human resource managers should provide facilities and provision of goods according to the ratio of men and women. In the mean while promotion of employees on merit and seniority wise helps to improve performance. This can help improve on service delivery in hospitals and save many lives. In relation to the above respect of gender differences would be in line with the various laws such as the Ugandan constitution (1995) which emphasizes the equality of men and women. The various declarations such as the founding United Nations charter (1945) included a provision for equality between men and women (chapter III, article 8) and many others. Thus promoting gender equality would not only improve labour productivity but also have a long term positive impact on organizational performance as it would be looked as every body's organization including male and females. This would attract support from various organizations both government and non government. Europe being the host of many International NGOS, through its European union, the European Parliament has set out the struggle against gender stereotyping, aiming to create a culture that is respectful of human dignity and personal integrity. Thus the importance of respecting gender

differences would be a double edged sword that would attract labour productivity and national and international support to the organization.

5.3.2 Objective Two: The relationship between culture and labor productivity at Fort Portal Regional Referral hospital.

The findings got indicate that culture has a weak positive relationship with labor productivity at Fort Portal Regional Referral hospital. In agreement with the study, Black (2001) assert that managing and valuing cultural diversity is a key component of effective people management. As such it is important to study and understand the cultures of the different employees, their attitude towards these cultural differences and how they relate with other cultures. This would help to avoid acts that would offend, annoy or negatively impact of the feeling s of employees as this would reduce their morale and thus reduce on their productivity.

In addition also Kelli et al, (2002) support the research findings which they assert that Organizations need to understand cultural differences and become totally inclusive so as to gain competitiveness. It should be noted that competition has become stiff even in non government organizations and even public service establishments such as hospitals. Its therefore important as raised by Kelli, et al (2002), that developing a working environment that allows all inclusiveness and an atmosphere of “feeling at home” for all employees lead to increased labour productivity and organizational development and growth.

Silva, (2009), agrees with the research findings that there are pros and cons of recruiting from cultural groups. Just looking at the benefits of employing a person outside your own immediate cultural group can enhance an already good team of workers and make them great. Thus it

should not end at employing employees of different culture but rather making sure that such cultures are integrated in organizational policies and practices so as make everybody comfortable at work.

5.3.3 Objective Three: The relationship between the level of education and experience and labour productivity.

The findings indicate that the level of education and experience has a weak positive relationship with labour productivity of employees at the Fort Portal regional Referral Hospital. In agreement with the study findings, Razzak & Timmins, (2010) assert that increase in tertiary education increases productivity. They looked at the effect of educational qualifications, as a proxy for human capital and skill levels, on economic output per person. They found that increases in the proportion of employees with bachelor's degrees and above and increases in the average gross domestic product per person were highly positively correlated. Thus, there has been a general benefit from increased tertiary education to the economy as a whole.

In a related development Szeto & McLoughlin, (2008), also support the findings of the research, in their related research, they found that increased qualification levels, particularly at degree level and above, as well as a more experienced workforce, had contributed to a large rise in labour quality since 1988. It was stronger in the period 1988 to 1997 and dampened from 1997 to 2005 due to more low-skilled people entering the workforce. It is thus very important for the Fort Portal Regional Referral Hospital to seriously consider the training of its employees and help them get work experiences and training so as to improve their quality and productivity.

In addition to the above, the research conducted by Jones, (1999) to investigate the effect of education and labour productivity in Ghana, the findings were in agreement with this research. In her research several education variables are incorporated into a Production function framework to measure the correlation between workers' education and Productivity. The RPED data indicate that workers with tertiary education are more productive than those with secondary schooling; workers with secondary schooling are more productive than those with primary schooling; and finally, workers with primary schooling are more productive than those with no formal education. In addition, the results indicated that vocational training in Ghana has a significant impact on labor productivity. Only workers with secondary schooling were found less productive than those with vocational training, even though secondary school workers typically had completed more years of education.

All this information further clarifies that there is a positive relationship between the level of education and experience and labour productivity as it was discovered in the researcher's findings which pointed out a weak positive relationship between the level of education and experience and labour productivity.

5.4.0 Conclusions.

The conclusion of the study is made as per objective by objective. The interview with key respondents showed that FPRRH is one of the major regional referral hospitals and in western region and provides a highly needed health care service to the vulnerable of western region and Uganda at large. This calls for efficient, highly motivated and skilled staff to achieve this. For FPRRH to achieve this it requires a lot of trained employees and good human resource policies that caters for the various differences in their staff so as to achieve its targets. Diversity

management is among the vital factors that can help FPRRH to achieve its goal because it motivates employees, and creates good interpersonal relation and commutation, which are crucial for performance.

5.4.1 Relationship between gender and labor productivity of employees at the Fort Portal regional Referral Hospital;

Gender in regard to sex that is male or female has a relationship with labor productivity. Many employees would not work well if they are segregated basing on gender or if abused by the opposite sex.

5.4.2 The relationship between culture and labor productivity at the Fort Portal Regional Referral hospital.

There is a significant relationship between cultural differences and labour productivity. This implies that if there is continuous improvement in cultural issues, labor productivity at Fort Portal Regional Referral hospital will be guaranteed.

5.4.3 The relationship between the level of education and labor productivity at Fort Portal Regional Referral Hospital;

Using the findings from section D of my questionnaire, the study found out that that the level of education has a significant relationship with labor productivity at Fort Portal regional Referral Hospital. If there is improved level of education and experience, labor productivity at Fort Portal regional Referral Hospital will equally improve.

5.5. Recommendations

The study made the following recommendations in relation to findings and conclusions

5.5.1 The relationship between gender and labour productivity of employees at the Fort Portal regional Referral Hospital;

The study recommends that Ministry of Gender Labor and Social Development in liaison with Ministry of Health and Other Health development partners should develop a comprehensive policy on gender in which a conducive environment can be created for men and women to work together without any gender violence issues, gender discrimination and abusive of human rights. Such a policy if created must be fully communicated and everybody should be involved in its creation. This will help everyone to appreciate, support it and respect it to have harmonious working relationships so as to achieve improved labour productivity.

The hospital through its human resource department should initiate programs meant to promote gender inclusion at Fort Portal Regional Referral Hospital. These can include sports competition between men and women, sensitization of all employees on issues of gender inclusion and the dangers of gender discrimination and violence. Sensitization of all employees on the various laws, declarations and government policies on gender related issues so as to create awareness on gender so as to improve labour productivity.

The hospital through its human resource department should hire a counselor to handle discrimination cases in the institution. Counseling should not be underestimated as a strategy of stress management especially for those employees who have been discriminated or abused on gender basis so as to improve their attitude and help them not do the same to others. Also harsh punishments for those who violet the gender policy by practicing gender discrimination should be implemented.

Therefore, the ministry of health and public service this being a government hospital should use its various organs such as parliament, police, districts among others to have the above mentioned recommendations and conclusions implemented.

5.5.2 The relationship between culture and labor productivity at the Fort Portal Regional Referral hospital;

The study recommends that the ministry of health and management of Fort Portal Regional Referral Hospital should first appreciate the fact that employee culture plays a very big role in labour productivity. Therefore they should invest in harmonizing the different cultural backgrounds of employees to a common organization culture so as to minimize the negative effects of cultural differences and thus improve labour productivity. The management of Fort Portal Regional Referral Hospital must understand that Uganda is a multi cultural country and recruitment of staff is from all tribes and cultural back grounds. As such the hospital must embrace these differences and develop a policy on culture that makes easy and comfortable for all employees to work in the organization.

The hospital should initiate different programs meant to bring employees of different cultural backgrounds together should be developed as way appreciating the differences and promoting understanding. The program can include but not limited to organizing cultural gala, in which music, dance and drama can be performed in which all employees can showcase their culture, interact with each other and have the appreciated. This will reduce cultural inferiority complex and improve labour productivity.

5.5.3 The relationship between the level of education and experience and labor productivity at the regional Referral Hospital;

The hospital puts in place an education and training policy that outline the mechanisms through which all or most employees can access further training so as to improve their skills and experience.

The hospital should ensure that it is easy for any employee to get a study leave and if possible the hospital should organize or solicit for scholarships employees interested in furthering their education.

In the field of experience, the hospital should consider rotating staff to different wards so as to enable them interact with different people and gain more experience.

The hospital should organize internal trainings and workshops in which all employees can share experience and get new knowledge which can be employed to improve performance.

The hospital must appreciate the importance of mentorship in which more senior employees can be guided on how to mentor junior employees. This can be done through making them supervisors of junior staff. This would help in promoting sharing of experiences and promoting learning in the organization. This would improve labour productivity.

5.6. Limitations of the study

Although this research was carefully prepared, it had some short comings. The following were the study limitations.

First of all, the research was conducted in only one hospital. Other hospitals were not at all involved in the study mostly due to cost implications. As a result some useful information was

missed out which could have been useful for this research. However, the respondents used to collect data had various experiences and some had worked in more than one hospital thus had experiences from other hospital. This made the data got to be relied on and overcome this problem.

Some staff members gave the researcher hard time to give me information especially the more senior and experienced staff. This was mainly due to their busy work schedules and others wanted money which I could not give them. This made the process more expensive to look for them outside their workplace. To solve this challenge, I used their colleagues and hospital administration to appeal to them, which was done and most of them filled the questionnaire. At one time, I used the senior staff meeting, to communicate to them as a group. Even those not cooperating gave information.

There was a cost implication because the researcher had to hire a research assistant to collect data, and consultants to analyze it. Other costs incurred included in typesetting, printing, and transport. To overcome this challenge, the researcher sought for support from his workplace to help in printing. This reduced the cost and made it possible.

5.7. Contributions of the study

The study made some contribution to the body of knowledge in the field of workforce diversity and labour productivity at Fort Portal regional referral hospital. It provides information of the workforce diversity and its effects on labour productivity which can be used to improve performance and subsequent service delivery.

The study findings may help the management of Fort Portal Regional Referral Hospital, ministry of health and the government at large and other policy makers to be responsible and careful while formulating policies putting in mind the different employee diversities and their implication on performance. This will improve employee performance.

5.8. Further Research should be done on:

The study was carried out in one public health institution, Fort Portal Regional Referral Hospital. It is recommended that studies should also be carried out in other public and private health institutions in Uganda given the different contexts and perceptions different people have on culture, gender and education. This would allow for comparison of the findings in order to fully understand how diversity affects employee productivity.

Three factors formed the study objectives that are: to compare gender differences and labour productivity, cultural differences and labour productivity and education and experience and labour productivity. However, there are likely to be other factors or diversity dimensions that affect productivity such as sex orientation, language differences, and political differences which also affect productivity and should be investigated. Specifically the following should be investigated

1. Examining the effect differences in sex orientation on labour productivity in health institutions.
2. Examining the effect of political differences on labour productivity in health institutions
3. Language differences and labour productivity in health institutions
4. The effect of religious differences and labour productivity.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

I am Kalenzi Victor a student of UMI pursuing a masters in institutional management and leadership and as part of my course am undertaking a research on workforce diversity and the labour productivity. Given wide range of experience in the above mentioned topic, you have been selected to participate in this research by giving your opinion.

The information you give will be kept secretly and your identity will not be revealed.

.....

Kalenzi Victor

A questionnaire to examine the effects of workforce diversity on employee productivity

SECTION A-BACK GROUND OF THE RESPONDENT (NUMBER					
Age					
Sex					
Mgt level					
Level of education					
Tribe					
Religion					
SECTION B-GENDER AND EMPLOYEE PRODUCTIVITY					
Gender and employee productivity	Strongly	Agree	Neither	Disagree	Strongly
SECTION B-GENDER AND LABOUR PRODUCTIVITY					
1. My organization has a policy on gender					

2. I am comfortable working with different gender					
3. Gender differences affect my performance					
4. Being female or male contributes to my performance					
5. Being male or female does not affect my performance					
6. Respect of gender differences can motivate my performance					

SECTION C-CULTURE AND LABOUR PRODUCTIVITY

1. My cultural practices affect my performance					
2. Disrespect of my cultural values demotivates me at work					
3. My organization does not respect my culture. I feel bad about it					
4. Tribal differences at work do not affect my performance.					
5. My organization's policies do not consider my cultural norms and values. It affects my performance					
6. I would perform better if my culture is catered for in the organization					

SECTION D- LEVEL OF EDUCATION AND EXPERIENCEAND LABOUR PRODUCTIVITY

1. My level of experience is highly related to my performance at work					
2. My performance would increase if I got more training					
3. My organization considers the level of experience in recruitment than any other thing					
4. I can learn from my colleagues better than from school.					
5. My performance increased due to learning from my colleagues.					
6. I work better than some of my colleagues who are more educated.					

APPENDIX II

INTERVIEW GUIDE TO INVESTIGATE THE WORK FORCE DIVERSITY AND EMPLOYEE PRODUCTIVITY

No.	Question	Title (interviewee)
1.	Is there work force diversity in your organization? Explain.	
2.	How does your organization handle a diverse work force?	
3.	Are you comfortable working with a diverse work force?	
4.	Which diversity dimensions affect the productivity of your workers most why?	
5.	Which diversity dimensions enhance your productivity?	
6.	Are you comfortable with the diverse work force?	
7.	How best can your organization handle diversity to enhance performance?	
8.	Do you think cultural difference promote labour productivity?	
9.	How does education level and experience affect labour productivity in your organization?	
10	How does your organization handle gender differences in your organization?	

APPENDIX III

DOCUMENTARY REVIEW CHECKLIST

Variable dimension	Document required	Content to be reviewed
Workforce diversity	Human resource journals, Text books, and human resource manuals	History of diversity Theories of workforce diversity Effects of workforce diversity
Gender and labour productivity	Gender policies and laws Journals on gender and labour productivity Research papers on gender and labour productivity	How different organizations handle gender differences. Effect of gender differences on performance General view of gender differences on labour productivity
Cultural differences and labour productivity	Text books on culture and labour productivity. Journals, research papers and news paper.	Different cultural diversities. Effects of employee culture on productivity. Cultural differences in Uganda
Education and experience and labour productivity	Text books of human resource management. Organizational policies on education and training.	Effects of training on performance How organizations handle employee training and experiences. Recruitment procedures. Effects of experience on labour productivity