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The Link between Firm-Related Diversity and Staff Motivation in Tamale Teaching Hospital

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Abstract

The study examined the effects of workplace diversity on employee motivation. The research used expressive investigation intended at exploring the effects of workplace variety on motivation in TTH. The researcher in the study had employed a questionnaire data collection technique and data analysis. The study targeted selected management and staff of TTH, and purposive sampling technique was used. The outcomes revealed positive link among workplace relationship and staff motivation in TTH. The research also pursued to establish the link among demographic diversity and staff encouragement which was grounded on various parameters which included: gender, age, work experience, religion, regional and education. It is established that male and feminine employees were treated in an impartial and equivalent way, feeling contented employed with the contradictory gender and employed with opposite gender supports upsurge concert in the hospital in the TTH. From the analysis, there was a positive link between work diversity and staff motivation in TTH. Hospital management should intensify strategies on equivalent engagement, regardless of their social contextual, ethnic group, and gender in order to inspire resourcefulness and transformation in the hospital to have employees enhance performance.

Keywords

1. Introduction

The roots of workplace diversity in companies drew posterior to the 1960s in the United States (Jonsen, Maznevski, & Schneider, 2011). Workplace diversity is either investigative or observational with little emphasis on philosophy, and has

advanced to factors that regulate staff diversity by introducing equivalent work chance legislations (Ravazzani, 2011; McGrandle, 2017; Guillaume et al., 2017). Investigators have considered variety subjects with separate defiance, and the theoretical literature that has been formed difficult for experts' comprehension (Guillaume, Dawson, Woods, Sacramento, & West, 2013). Consequently, companies and frontline administrators have not understood benefits and viable advantages they could gain from varied administration (Zhou & Rosini, 2015; Jinadu, 2015; Newman & Lyon, 2009). Many scholars into diversity are aware of the opposing findings of previous studies balancing unharmonious objectives whiles field supervisors have restricted view on diversity influence and its literature skewed towards society but administrative issues (Mateescu, 2017; Guillaume et al., 2013; Richard et al., 2007; McKay et al., 2008; Barak, 2017). Staff variety is not transitory or motionless thought. Deeper considerate effect of diversity management on administrative success will enable administrators to build replicas, methods, evaluations and administration concepts that would style diversity organization the support of modern administration practices (Barak, 2017). Several reports include United States and non-United States entities (Goode, 2014; Mohammed & Nadkarni, 2011). Existing academic work on diversity lacks a concentrated method and it is as a result (Carstens & De Kock, 2017) asserted that myopic emphasis in diversity-related efforts lacks investigative method on the market effects of diversity. Nevertheless, the works propose accomplishing the goal of studying diversity management appreciates and necessitate mutual definition, common design, reliable, and more use pragmatic approaches reinforced by researchers and experts alike (Jinadu, 2015).

Efficacious administration of today's diverse workforce is one of the greatest significant universal issues facing business leaders and companies need to understand how to handle diversity in the workplace (Barak, 2017; Klarsfeld et al., 2016). Current studies into the area have shown that organizations have instituted vigorous strategies into diversity management but others undermined the role of organizational players to satisfy the growing needs of diversity in businesses (Mateescu, 2017; Ng, 2008; Abramovic & Traavik, 2017, Mohammed & Angell, 2004; Mickson et al., 2021).

Despite increasing indication of positive relation between diversity management and employee concept (Kundu, Mehra, & Mor, 2017), the majority of work is focused on this area. Nevertheless, most research on diversity management has been performed in western countries (Peretz, Levi, & Fried, 2015) and does not reflect the exact status of African economies that are substantially culturally different (Magoshi & Chang, 2009). Kundu et al. (2017) opined that most recent research on diversity has concentrated on diversity of team members and their effect on team results. However, consequence of diversity management on staff motivation has been largely overlooked, especially in Ghanaian settings.

To (Madera et al., 2017; Mateescu, 2017), performing diversity administration systems relied on front-line administrators but some experts recognized little

impact which diversity performs. The main management problem is that companies spend huge dollars yearly on diversity running programs getting little outcomes and can lead to corporate disruption with improper handling (Nnadi & Chinedu, 2019; Madera et al., 2017; Kulik, 2014; Guillaume et al., 2013). To date, numerous studies have performed in the ground of labour variety crisis in Ghana, concentrating complexities handling several workforces (Edeltraud et al., 2011; Otike et al., 2011). Again, academic literature suggests that there is the absence of deductive approach studies into why the majority of work in the field of diversity management tends to show misleading findings (Mello & Rentsch, 2015). Comparable studies to the work including (Akobo, 2017; George et al., 2017; Mateescu, 2017; Meeussen et al., 2014). Though, there is no study to analyze the nature of labour organisations in Ghana using the Ghana Health Service component research. The study would support to occupy the knowledge gap by providing further evidence on demographic and firm-related diversity of employees' motivation in Ghana. Again, business argument for diversity management was backed through affectation somewhat than by facts (Carstens & De Kock, 2017). This research can lead to optimistic societal change through applying scientific indication to the ground, rising awareness and considerate of those accountable for handling diversity as a tool for motivation. Therefore, the research is to examine the link between firm-related diversity and staff motivation in TTH.

2. Theoretical Framework

2.1. Workforce Diversity

Childs (2005) defines workforce diversity the degree of heterogeneity among employees that is precisely limited to specific cultural attributes such as: age, class, ethnicity, gender, physical and mental ability, race, economic status, sexual orientation, educational background, marital status, union affiliation, work content, attitudes, morale, beliefs, and interests (Choi & Rainey, 2010). (Roeloelofsen, 2002; Chevalier, 2004; Chandrasekar, 2011; Ajala, 2012) asserted that improving the working environment leads to productivity increase at work place. The concept of diversity includes acceptance, respect for the full range of human characteristics and different cultural backgrounds (CUNY, 2017). However, diversity, equality, inclusion, and pluralism are interrelated terms (Palmer & Watkins, 2017).

2.2. Definitions of Motivation

The term motivation arose in the early 1880's; before that time the term "will" was used by philosophers as well as social theorists when discussing effortful, directed and motivated human behaviour (Forgas et al., 2015). According to them motivation used to be considered as: an entity that compelled one to action. Lately, various researchers proposed different definitions of motivation. Motivation: is the psychological process that gives behaviour purpose and direction (Kreitner, 2015); a predisposition to behave in a purposive manner to achieve

specific, unmet needs (Buford et al., 2015); an internal drive to satisfy an unsatisfied need (Higgins, 2019); and the will to achieve (Bedeian, 2013). Many scholars had tried to define motivation and it is a well-studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. According to (George & Jones, 2018; Bratton et al., 2015) motivation generally is the psychological forces that determine the direction of a person's level of effort, and tenacity in the presence of obstacles.

Definition of motivation in the workplace is widely understood by management, but is not always discussed in practice (Cheng, 2015).

The more inspired or driven an employee is, the advanced the degree of appointment that the staff would have inside the corporate enterprise (Jose & Mampilly, 2014; Medsker & O'Connor, 2015). However, Khan et al. (2016) argued that less inspired workers depressingly impact their contemporaries and set a model for exhaustion by workers. It is the responsibility of leaders to enlighten and inspire their employees thereby promoting effective players, while at the same time giving each employee a gift to strengthen the company (Mikkelsen et al., 2017; Fernández-Durán, 2016).

According to (Bailey et al., 2015; Johnson et al., 2018; Clark, 2017), successful businesses are constituted with generational community on the basis of common events at similar ages and have a mutual sense of conviction. Denhardt et al. (2018) explain motivation as a power that strengthens behaviours, give route to behaviour, and trigger the zeal to continue. Igalens and Roussel (2019) stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do. Motivation is central to management because it explains why people behave the way they do in organizations. The process people go through to satisfy their needs is need - motive - behaviour - satisfaction or dissatisfaction (Lussier, 2015).

2.3. Social Identity Theory

The hypothesis suggests that people continue to categorize themselves into social categories that are important to them, and forms the way personalities communicate with others from their own identity groups and other collections (Nnadi & Chinedu, 2019). Carter (2013) states that identity theory has become a rigorous and empirically grounded interpretation of the concept of self. Social identity stems from an individual's understanding that they belong to a certain group. This classification may result from factors correlated with a specific group formation, with others falling within a specific category that they may not wish to be identified with (Peterson, 2018).

At the workplace, such classification can lead to segregation in which certain individuals are excluded from certain actions by virtue of belonging to a specific community. In sustenance with conflict theory, self-interest has become a justification for preventing other persons or groups from obtaining important re-

sources and influence (Halperin, Goldenberg, Zomeren, & Gross 2016). The emotional and social quality of the process of social identification can reduce the experience of loneliness (Halperin et al., 2016). Once a positive social identity arises, it may affect not only one's actions but also one's emotional state (Holt-Lunstad, 2015). "Social identity theory is an explanation of why diversity may have a negative outcome. Social identity theory suggests that when we first come into contact with others, we categorize them as belonging to an in-group (i.e., the same group as us) or an out-group (not belonging to our group). Social identity theory was developed to explain how individuals create and define their place in society".

"Most of the researchers revealed that increasing age diversity was positively related to employee performance" (Zhuwao, 2017). Existing literature provided evidence that increasing religious diversity was positively related to employee performance (Green, 2003). Most of the researchers revealed that there is a positive relationship between diversity in employee prior work experience and job performance (Kotur & Anbazhagan, 2014). Existing literature provided evidence that increasing attitude diversity on the job was positively related to employee

2.4. Empirical Review

The concepts of diversity in the workplace and diversity management have been defined in a diversity of ways. The term diversity refers essentially to the differences that exist between individuals (Mickson et al., 2021). Diversity management is a fairly recent principle in corporate governance. Strategic preparation, diversity management emerged in the United States in the late 1980s and altered emphasis from assenting act to the value of diversity (Hansen & Seierstad, 2017). The predicted explosion in diversity that has followed developments in globalization, information jobs, demographic changes, feminization in management and uncertainty intensified importance of diversity management. Carstens and De Kock (2017) proposed that the study of diversity management should analyzed from a process perspective (what you do) rather than a state perspective. Aquino and Robertson (2017) concluded efficiently controlled diversity could improve efficiency. Existing literature indicate that the management of gender diversity at both global and regional level is still far from successful (Memon & Satpathy, 2017; Khedr, 2017). In comparison to this argument, Mwango et al. (2019) found that workers were not in agreement with the assertion that workers were discriminated against on the basis of their gender. In a study conducted by Mazibuko & Govender (2017), it is suggested that recognizing and managing diversity play significant role in improving the efficiency and success of the organization. Their findings are consistent with Carelse's earlier findings (2013). Employee diversity promotes innovation, facilitates dialogue and broadens the knowledge base of the board, but strengthened diversity management makeup of board and the separation of disagreements contributes to superior business decision-making (Peteghem et al., 2018). As suggested, staff diversity encourages

innovation and how to leverage plans that promote strong employee engagement that influence productivity in the organisation.

2.5. Forms of Diversity

Kossek et al., 2006 and Bhushan et al., 2016 had earlier studies which depicts an inequality between men and women. However, (Chaudhry, 2016; Rizwan et al., 2016; Kirton et al., 2016; Elsaid, 2012; Abbas et al., 2011; Chew et al., 2011) reports, there is a positive relationship between gender diversity and employee performance. Gender imbalance in organisations depicts increasing gaps among countries globally (Adeyem, Odusina, & Akintoye, 2016). The effects of gender diversity have a positive impact on ROE in the top management teams and the Board of Directors (Hassan et al., 2017). However, Windscheid et al. (2017) Asserted despite the efficacy of identity-conscious initiatives to increase the proportion of women, many companies are hesitant to adopt these initiatives because future workers might feel negative about them.

Adeyem et al. (2016) argued that increasing the participation of women in the labor force would emancipate women from the poverty trap giving them a voice in decision-making. In view of the increasing competition for labor, the attraction of talent is relevant to the long-term success of organizations. The findings show the complexity of diversity management in such a way that programs considered to be successful have made the use of organizations less desirable. Nevertheless, these negative views have been mitigated by the government-managed quota Windscheid et al. (2017). (Elmagrhi et al., 2018; Usman et al., 2019) submitted that there is a negative relationship between a gender diversity-based board of trustees and capital structure but a positive relationship with information flow. Effiezal et al. (2018) argued that there is a positive and significant relationship between gender-based boards and remuneration, but that there is a negative and significant relationship between ethnically diverse boards and remuneration. More so, the correlation between gender and ethnically diverse boards results in a poorer negative relationship between ethnically diverse boards and remuneration, despite an increased presence of women directors. Gull et al. (2018) investigated the relationship between female directors and earnings management by considering specific statutory and demographic characteristics. The first result of this research shows the existence of female directors who dissuade managers from handling earnings. The result does not hold, however, when the constitutional and demographic characteristics of female directors are considered. Therefore, the identification and correction of earnings management includes specific competencies and skills. Second, company experience and membership of the audit committee are main qualities of female directors that facilitate successful control of earnings management. Lenders pay 4 per cent less to lenders with at least one female board member than to lenders with no female board members (Usman et al., 2019). Luanglath et al. (2019) studies show that

the gender diversity of the top management team (TMT) has a positive effect on employee productivity, owing to the nomination of women to corporate boards based on legislation and demography and not gender quotas. Further, females in charge of running an organisation have a strong tendency to reduce income management.

Finally, gaps in the presence, salary and seniority of establishments. Presumably, women focus primarily on corporate communications and human resource management activities Baez Camargo et al. (2017).

Age diversity can lead to value clashes, greater wealth of knowledge, skills and values, and increased learning and innovation (Lee et al., 2018; Lehmann-Willenbrock et al., 2012). Schneid et al. (2016) found that the younger the team, the lower the relationship between age diversity and creativity and innovation. Furthermore, given surface diversity, age diversity, which may include variations in thought styles, expertise and values (Lehmann-Willenbrock et al., 2012; Schneid et al., 2016), can be related to cognitive diversity and, in effect, to learning and innovation. The relevance of age diversity to learning and innovation lead us to recognize the role of age diversity but different age within a working group can give rise to tension between members (Kapoor & Solomon, 2011; Mohammed & Angell, 2004).

Diversity-oriented HR practices have a greater effect on employees in a higher age group than on a more homogeneous age group, as equal and positive signals from these HR practices that ease the relationship tension between employees in a higher age group and promote their engagement (Costa & Peralta, 2015; Kunze et al., 2011). Age diversity is the age gap between workers and is used to define the makeup company (Kunze, Boehm, & Bruch, 2009). Organisations incapable to make good use of the abilities and skills of old workers due to the mistaken belief that they face a lot of health problems and are reluctant in implement new technological improvements (Joseph & Selvaraj, 2015).

Many studies indicate that age diversity has both benefits and disadvantages. Age diversity creates problems of contact and conflict between employees if managers inefficiently handle age diversity culminating into disputes that decreases productivity of workers (Mwatumwa, 2016). However, age diversity of heterogeneous labour force will produce a large number of different abilities, intellectual styles, moral improvements, which can contribute to increased productivity. (Zhuwao, 2017; Rizwan et al., 2016) show a positive relationship between age diversity and employee performance".

Further, a study by Lewis and Sappington (1993) organizations do not hire employees whose training, experience and education are inadequate for a job. According to (Sohail et al., 2019; Mangi et al., 2015), they held the view of instruction being paramount as it serves as the predictor of employee expertise, skills and capabilities. Workers educated in computer science have different cognitive abilities than workers trained in finance (Hambrick & Mason, 1984). According to Daniel (2009) the efficiency of an employee depends on the level of education that the employee would be successful if he/she has a high level of

education. Sohail et al. (2019) report, educational diversity has a positive impact on team success as it encourages broader range of cognitive skills. The study by (Zhuwao, 2017; Akpakip, 2017; Mwatumwa, 2016; Elsaid, 2012) also shows that there is a positive relationship between educational diversity and employee performance. However, Akpakip findings further indicated that differences in educational status have a positive effect in problem solving rather friction among employees.

Also, While organisational scholars sometimes compare organizational tenure with overall work experience, the two are conceptually different (Rudolph & Zacher, 2017b). Tenure is an internal mechanism of socialisation and accumulation of information principles and expected actions within an organisation experience derives from knowledge derived from action, duties over time, complexity and primarily time-based on number of years worked (Rudolph & Zacher, 2015; Sturman, 2003). As with organizational tenure, although work experience is closely intertwined with chronological age, it represents its own stand-alone construction, comprising the knowledge, skills and abilities acquired over time, rather than the amount of time per se (Adebukola, 2018). Such diversity can improve the strategic orientation of ambidexterity (Heavey & Simsek, 2017) and establish efficient skills specialization that enhances group efficiency (Rudolph & Zacher, 2017a, 2017b). The potential rigidity of seasoned team members combined with the inexperience of newcomers can also cause friction and tension among team members. Social ties within the company promote structured structure and enable workers to exchange knowledge, perspectives and skills to support decision-making (Farrell, 2017).

Additionally, Organisational diversity of tenure has been recognised as a significant demographic labor force for team effectiveness (North, 2019). Tenure diversity effects are greater in some sectors than in others (e.g. oil rather than food; Murray, 1989). Researchers suggest this is due to industry specific variations in the role of top-level management in shaping the strategy (Rudolph & Zacher, 2017a, 2017b). Moreover, the influence of tenure diversity may depend on the area of focal productivity: for example, in innovation, the relationship between tenure diversity and productivity appears to be curvilinear (Chi, Huang, & Lin, 2009). Similarly, interpersonal diversity in product creation indirectly predicts profitability, but also negatively predicts compliance with deadlines and budget retention (Heavey & Simsek, 2017).

2.6. Workplace Diversity on Employees' Motivation

Today, firms are incisive for new ways to progress organisational effectiveness and discover the best results to corporate difficulties. The incorporation of diverse staffs is one of the strategies companies inspire employees as well as organisational efficiency (Joseph & Selvaraj, 2015). The Diversity Management Program was introduced and original formulated by Sanyang and Othman (2019) in 1985. Mazibuko and Govender (2017) based their work on the straight comment of the shifting attitudes of new college students. The intuition was turned into an

awareness in essence of capacity management as the environment reformed. Mickson et al. (2021) broadened the study of diversity management grounded on his extensive research on dynamic problem-solving and prediction.

Compared to other HR practices, diversity management practices can also have compared impact on employee attitudes. (Kundu et al., 2017; Skudiene & Auruskeviciene, 2012; Magoshi et al., 2009; Carr et al., 2006) reported that diversity of employees brings about motivation among workers. Therefore, when workers receive socio-emotional benefits from their organizations, they feel obligated to act in a manner beneficial to the organisations (Magoshi & Chang, 2009).

2.7. Conceptual Framework

Workplace diversity management skills show the need for a firm-level analytical model and empirical measure of managing diversity (Carstens & De Kock, 2017). Therefore, this current conceptual model embraces both firm-level and demographic diversities. The demographic diversity consists of age, gender, education and ethnicity, whilst firm-level consist of work experience and tenure. Age diversity within working group can give an increase to tension between members of different age groups as a result of motivation. Religious affiliation represents a beneficial characteristic that encourages a step of release when findings are less than favourable. Education context diversity has confident influence on team success as it encourages a wider range of perceptive skills if motivated. Thus, ethnic diversity on team success is beneficial only if the diversity is sufficiently significant and motivated. Figure 1 illustrates the model of the study:
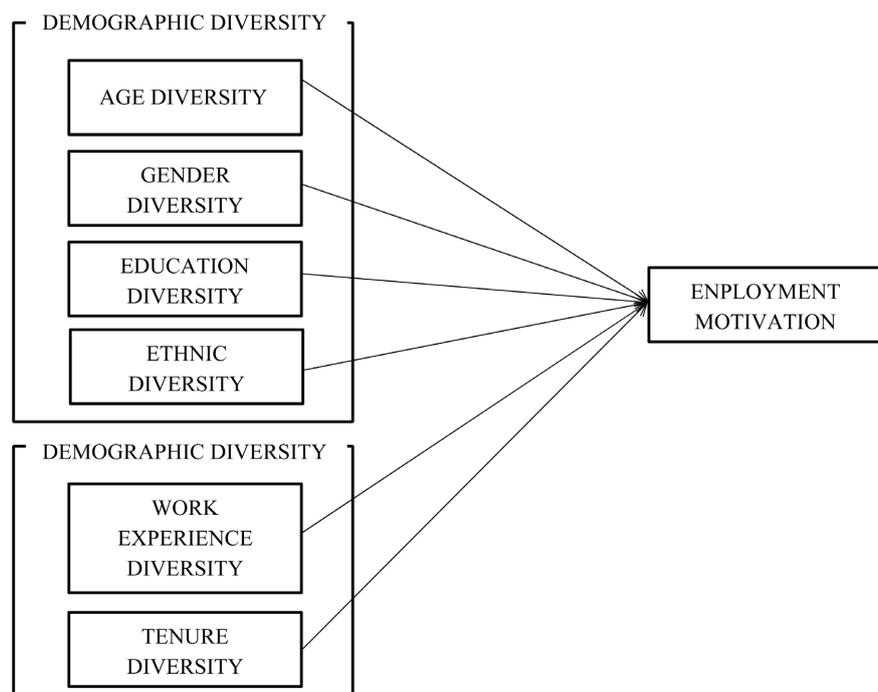

Figure 1. Conceptual model. Source: Researchers' construct (2022).

3. Methods

The study targeted front-line management workers with an average 3 years of work experience with population of three thousand two hundred (3200) consisting of Medical and non-medical staff in TTH. Medical staff being two thousand three hundred representing 72% and non-medical staff of nine hundred representing 28% respectively (TTH Annual Report, 2020).

The source of data for the study is primary and secondary data. The primary data was obtained from medical staff (Nurses and Doctors) and paramedic staff (Pharmacist, laboratory Technicians, Radiographers etc.). Secondary data obtained from peer review articles relevant to diversity and employee motivation. Data was collected using structured questionnaire for the study. Data was analyzed quantitatively using SPSS version 25 and were then presented with the aid of charts, tables and percentage as well as frequencies with the use of correlation and regression model. This study used the simple random sampling technique. The sampling techniques used for the study were simple random sampling and purposive sampling technique. The study sample is ninety seven (97) which consist of management and staff of the TTH. Below is the determination of the sample size of TTH for the study by Yammine formula.

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

where: n = Sample size, N = Population, (e) = Margin of error which is 10%, where the confident level is equal to 90%, 1 = Constant

$$n = \frac{N}{1 + N(e)^2} = \frac{3200}{1 + 3200(0.1)^2} = \frac{3200}{1 + 3200(0.01)} = \frac{3200}{33} = 97$$

3.1. Reliability

From the study, it can be inferred that the instrument was internally consistent since all the alpha values were well above the .7 threshold. Therefore the above outcome indicates that the study tools seems dependable for gauging influence of workforce diversity on staff motivation (Table 1).

Table 1. Reliability test.

Variable	Number	A
Age diversity	4	.848
Gender	5	.873
Education	4	.898
Region	4	.906
Work experience	4	.891
Religion	5	.873
Motivation	4	.842

Source: Field data 2022.

3.2. Validity

Content validity was undertaken with the questionnaire being handed over to subject matter experts on the topic to peruse the representativeness of the construct to portray diversity and employee motivation.

4. Discussions

Demographic characteristics which includes sex, age and educational level of respondents are presented in Tables 2-4. Table 1 shows responses regarding sex distribution of respondents. Out of a total of 97 respondents 40 (41%) of the respondents were males whiles 57 (59%) of the respondents being females. This shows that females were more represented.

Table 2. Sex distribution of respondents.

Sex	Frequency	Percentage
Male	40	41
Female	57	59
Total	97	100

Source: Field data 2022.

Table 3. Age distribution of respondents.

Age range	Frequency	Percentage
20 - 29	36	37.1
30 - 39	43	44.3
40 - 49	14	14.4
50 - 59	4	4.1
Total	**97**	**100**

Source: Field data 2022.

Table 4. Educational attainment of respondents.

Educational attained	Frequency	Percentage
Certificate	1	1
Diploma	30	30.9
Degree	46	47.4
Masters	15	15.5
Doctorate	5	5.2
Total	97	100

Source: Field data 2022.

Table 3 shows age range of respondents consulted with questionnaire. The majority (44.3%) of the respondents fell within the age range of 30 to 39. The second category comprised of respondents aged between 20 to 29 years representing 37.1%. Those in the age brackets of 40 to 49 years and 50 to 59 years were14.4% and 4.1% respectively.

Table 4, also revealed that, majority were degree holders accounting for 47.4% followed by diploma certificate at 30.9% Master's degree holders were third at 15.5% and certificate holders and doctorate holders were fourth at 1% and 5.2% respectively.

The Outcomes displayed that 4 (4.1%) of the staff were nurses, doctors and accountants respectively. Followed by 5 (5.1%) were Health information's and Pharmacy technicians respectively, 3 (3.1%) staff were Estate officers and administrators respectively, 2 (2.1%) were Nutrition officers, Store keepers Procurements and I.T Officers, 7 (7.2%) were Laboratory technician**s** while 1 (1%) were Electrician, Art data officer, Disease control office, Auditors, Gynecological, Entering clerk and NHIS Co-coordinators respectively (Table 5).

Table 5. Positions of the respondents.

Position	Frequency	Percentage
Nurse	4	4.1
Health Information	5	5.15
Estate Officer	3	3.1
Nutrition Officer	2	2.1
Store Keeper	2	2.1
Laboratory Technician	7	7.1
Electrician	1	1
Doctor	4	4.1
Accountant	4	4.1
Pharmacy	5	5.15
Technician Art	1	1
Data Officer	2	2.1
Procurement	1	1
Disease Control Office	3	3.1
Administrator	1	1
Auditor	1	1
Gynecological	2	2.1
I.T Officer	1	1
Entering Clerk	1	1
Total	97	100

Source: Field data 2022.

4.1. Correlation Analysis

From the findings, it established that there was a strong positive association of age diversity, education background diversity, religious diversity, work experience diversity and attitude diversity on the job on employees' performance. The correlation coefficient for Educational background (−.205), Religious Diversity (−.462), Work experience (.110), and employee performance (.456) (Table 6).

Table 7 indicates the gender link between demographic diversity and staff motivation in TTH. Regarding whether there is a "proper mix of males and females in the hospital" indicates mean of 1.28 and standard deviation of .200. Standard deviation shows minimum dispersion from the mean. Most of the respondents agree which implies that there is proper gender mix in the TTH.

Table 6. Correlation analysis.

	AD	EB	RD	WE	RLD	EP
AD	1					
EB	−.205	1				
RD	−.462	−.303	1			
WE	.110	−.120	−.123	1		
RLD	.507	−.059	.412	−.072	1	
EP	.456	.094	.328	.139	.414	1

Source: Field data 2022. AD = Age Diversity, EB = Educational Background Diversity, RD = Religious Diversity, WE = Work Experience Diversity, AJ = Attitude Diversity, EP = Employee Performance.

Table 7. Nature of gender diversity.

Variable	N	Means	Std. Dev
There is a proper mix of males and females in the hospital	97	1.04	.2
There are females in Top Management	97	1.26	.44
There is no gender bias during the performance appraisal process.	97	1.26	.44
Increments and promotions are purely given on the merit basis	97	1.28	.573
Male and Female staffs are treated in a fair and equal manner	97	1.28	.451
I feel comfortable working with the opposite gender	97	1.28	.451
Working with opposite gender helps me increase my performance in the hospital.	97	1.28	.451
Valid N (listwise)	97		

Source: Field data 2022.

Findings on whether in TTH there are "females in top management or not" indicates mean of 1.26 and deviation from the mean is .440. The standard deviation indicates minimum dispersion from the mean. Most of the respondents also agree which implies there are females in top management in the TTH. Findings on whether in TTH there are "females in top management or not and whether there is no gender bias during the performance appraisal process". Raises then upgrades are virtuously assumed on the worth source indicates mean of 1.26 and deviation from the mean is .440 respectively. The standard deviation indicates minimum dispersion from the mean. Greater number of respondents also agrees which implies that there are females in top management and there is no gender bias during the performance appraisal process.

Also findings on whether in TTH "male and female employees are treated in a fair and equal manner, feeling comfortable working with the opposite gender and working with opposite gender helps me increase my performance in the hospital" indicates mean of 1.28 and deviation from the mean is .573, .451 and .451 respectively. The standard deviation indicates minimum dispersion from the mean. Majority of the respondents also strongly agree which implies that "male and female employees are treated in a fair and equal manner, feeling comfortable working with the opposite gender and working with opposite gender helps me increase my performance" in the TTH. From the analysis, there is strong positive relation between gender diversity and staff motivation in TTH. This is in support to Khan et al. (2016) argument that less inspired workers depressingly impact their colleagues and set a precedent for burnout by workers. Leaders are responsible for enlightening staff and promoting effective players, while at the same time giving each employee a gift to strengthen the company (Mikkelsen et al., 2017). In comparison to this argument, Mwango et al. (2019) found that workers were not in agreement with the assertion that workers were discriminated against on the basis of their gender.

Findings on whether the nature of age diversity in TTH led to productivity or not. Table 8 indicates mean of 1.41 and 1.47 and standard deviation of .495 and .502 respectively. The standard deviation indicates minimum dispersion from the mean. Greater percentage of the respondents strongly agrees which implies there is proper age mix in the TTH. Findings on whether in TTH there are females in top management or not indicates mean of 1.47 and deviation from the mean is .502. The standard deviation indicates minimum dispersion from the mean. Most of the respondents also strongly agree which implies there is proper age mix in the TTH. From the analysis there is strong positive connection between age diversity and staff motivation in TTH. This is in contrast with Schneid et al. (2016) as they posit that the younger the team, the lower the relationship between age diversity and creativity and innovation. Furthermore, given surface diversity, age diversity, which may include variations in thought styles, expertise and values (Lehmann-Willenbrock et al., 2012; Schneid et al., 2016), can be related to cognitive diversity and, in effect, to study and innovation. Age

Table 8. The nature of age diversity.

Variable	N	Mean	Std. Dev
There is a proper mix of staffs from all the age groups in the hospital	97	1.41	.495
The organisation recruits fresher's every year	97	1.47	.502
Organisation allows the staffs to work post retirement age	97	1.47	.503
Staffs from all age groups are involved in Decision making and problem solving processes	97	1.47	.502
It is easy for me to adjust to different aged employees	97	1.47	.502
Staffs with different age groups bond well	97	1.47	.502
Working with different age groups help me increase my performance	97	1.47	.502
Valid N (listwise)	97		

Source: Field data 2022.

diversity within a working group can give upsurge to tension between staff of diverse age groups (Mohammed & Angell, 2004). The study by (Zhuwao, 2017; Rizwan et al., 2016) shows a positive relationship between age diversity and staff performance.

Findings on whether the job experience diversity in TTH led to productivity or not. Table 9 indicates mean of 1.47 and standard deviation of .502 respectively. Standard deviation indicates minimum dispersion from the mean. Most of the respondents strongly agree which implies the respondents attest to the factors to the working experience in the TTH as good. From the analysis there is a positive relation between working experience diversity and staff motivation in TTH. This supports a study conducted by Mazibuko & Govender (2017), suggested that recognising and handling diversity contributes significantly in improving efficiency and effectiveness organisations. Their findings are consistent with Carelse's earlier findings (2013). Employee diversity promotes innovation, facilitates dialogue and broadens the knowledge base of the board, but strengthened diversity management in the makeup the board and the separation of disagreements contributes to superior business decision-making (Peteghem, Bruynseels, & Gaeremynck, 2018). Varying demographic makeup of the workforce, standards of ethical behavior and competition from the international marketplace are pushing more companies to work with workplace diversity (Ravazzani, 2011). There is universal unquestionable support, both in research and in action, to the intrinsic moral significance of discrimination and related efforts towards diversity and enclosure, but is focused on political beliefs and demonstrative motives deprived of any clear principled basis (Köllen et al., 2018).

Findings on whether level of education diversity in TTH let to productivity or not. Table 10 indicates a mean of 1.47 and standard deviation of .502 respectively. Standard deviation indicates minimum dispersion from the mean. Major-

ity of the respondents agree which implies that there is educational qualification balance in the TTH. From the analysis, positive association between educational diversity and staff motivation shows in TTH. Mangi et al. (2015) who says that, the educational contextual replicates the reasoning strength and behavior of the worker. Workers educated in computer science have different cognitive abilities than workers trained in finance (Hambrick & Mason, 1984). According to Daniel (2009) the efficiency of an employee depends on the level of education that the employee would be successful if he/she has a high level of education. According to the Sohail et al. (2019) report, education context diversity has a positive impact on team success as it encourages broader range of cognitive skills. The study by (Mwatumwa, 2016; Zhuwao, 2017; Elsaid, 2012) also shows

Table 9. Job experience diversity.

Variable	N	Means	Std. Dev
There is a proper mix of fresher and experienced staffs in the hospital	97	1.47	.495
In case of equally experienced employees, seniority is given more weightage during the Performance appraisal process	97	1.47	.502
Generation gap and ego issues does not lead to Conflicts between fresher and experienced people	97	1.47	.502
Freshers are not involved in the decision making and problem solving process	97	1.47	.502
Highly experienced employees do not feel a sense of insecurity if the freshers and middle experienced staffs are extremely talented	97	1.47	.502
Working with freshers, middle level experienced and highly experienced staffs help me increase my performance	97	1.47	.502
Working with different age groups help me increase my performance	97	1.47	.502
Valid N (listwise)	97		

Source: Field data 2022.

Table 10. Level of education diversity.

Variable	N	Means	Std. Dev
The organisation gives equal treatment when to come to the diversity of education background	97	1.47	.502
Working with staff with different educational background helps me increase my performance	97	1.47	.502
Valid N (listwise)	97		

Source: Field data 2022.

that there is a positive relationship among educational context diversity and staff performance.

4.2. Relationship between Firm-Related Diversity and Staff Incentive

The study was to evaluate connection amongst firm-related diversity and staff motivation in the hospital. Data analyzed and interpreted based on ANOVA, Model Summary, Correlation matrix and Regression table.

4.3. Results of the Regression Analysis

Regression analysis shows how variables are influenced by other variables. The research pursued to evaluate the relation between firm-related diversity and employee motivation in TTH. The probability value of F-Statistics is .000 which indicates that the regression relationship was highly significant in predicting how the gender, age, educational background, organization practices, motivational factors influence firm-related diversity and employee motivation in the hospital. The F-Statistics was calculated 5% level of significance was 16 since F-Statistics calculated is greater than the F-Critical (value 47.756), this shows that the overall model was significant (Table 11).

Table 12 shows that the Adjusted R^2 is calculated to present how much the variables explains the variations in the variables between a value of 0 and 1, which in the Table above is .668 that represents 66.8% of the difference in the independent variables is clarified by dependent variable (Pallant, 2016).

4.4. Motivational Issues

The highest correlation is between work experience and employee motivation (.740) and followed by correlation of age diversity (.644), region diversity (.642), educational diversity (.568) and gender diversity (.565). Regional diversity has weakest correlation amongst all variables (.034). Work experience diversity is

Table 11. ANOVA.

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.650	4	6.663	47.756	.000b
Residual	.350	16	.558		
Total	10.0000	20			

a. Dependent variable: Diversity. b. Predictors: (Constant), Gender, Age, Educational Background, Organization Practices, Motivational Factors.

Table 12. Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.817ª	.668	.658	.702	2.136

a. Predictors: (Constant), Gender, Age, Educational Background, Organisation Practices.

therefore positively correlated with staff satisfaction. The main variable which influences employee motivation is work experience, which is followed by age diversity; region diversity and education diversity are proved to important dimensions of workplace diversity, which affect employee motivation in TTH. In this study, the cut-off point was .50 (Table 13).

The output of the regression analysis above indicates that institutional diversity is absolutely related to staff motivation. The findings indicate that all the standardized coefficients relating to the six workplace diversity dimensions had the expected positive. They were statistically significant too with the exception of religion, experience and age diversities. These six dimensions are therefore all drivers of employee motivation. Gender diversity, work experience and education were the most important drivers of employee motivation with a significant coefficient of .002, .008 and .000 respectively. Work experience was the second last important driver of employee motivation according to the outcomes of the study by significant value of .407. The t value of this dimension was 6.701 with a positive relationship (beta) of .423 (Table 14).

Table 13. Correlation matrix.

	AGED	GD	EDD	RD	WED	EM	RLD
AGED	1						
GD	.502**	1					
EDD	.477**	.536**	1				
RD	.982**	.499**	.475**	1			
WED	.628**	.570**	.571**	.639**	1		
EM	.644**	.565**	.568**	.642**	.740**	1	
RLD	−.074	.064	.115	−.075	.020	.034	1

**. Correlation is significant at the .01 level (2-tailed).

Table 14. Regression analysis table. (Coefficients[a]).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	−.131	.242		−.542	.589
	AGED	.294	.197	.299	1.492	.137
	GD	.168	.054	.166	3.086	.002
	EDD	.144	.054	.141	2.681	.008
	RD	−.021	.200	−.022	−.107	.915
	WED	.423	.063	.407	6.701	.000
	RLD	.040	.042	.040	.945	.346

a. Dependent variable: EM.

5. Summary, Conclusion, and Recommendation

From the findings female dominated among the respondents. Also, employees of ages of 30 - 39 are in majority. From the study, those who had degree certificates were majority. It implies that the respondents are highly knowledgeable and well informed. The findings also sought to establish the nature of demographic diversity and employee motivation. It was based on various parameters which included: gender, age, work experience, religion, regional and education. In each of the parameters examined, staff were questioned to indicate their agreement on various assertions related to the limit in question.

Majority of the respondents said that male and feminine staffs were involved in a reasonable and equal manner, feeling contented employed with the opposite gender and employed with opposite gender supports upsurge concert in the hospital in the TTH. From the analysis, there is positive affiliation between gender diversity and staff motivation in TTH. From the analysis, there is positive connection in nature of age diversity in TTH. From the analysis, there is a positive relationship with job experience diversity among employee in TTH. Most of the respondents strongly agree which implies there is religious balance in the TTH. The analysis also indicates that there is positive relation in religious diversity among staff in TTH. From the analysis, there is positive relationship between regional diversity and staff motivation in TTH.

Also the analysis reveals positive relation in the level of educational diversity among staff in TTH. Also, the results evaluate the relation between firm-related diversity and staff motivation in the hospital. The results show that job experience diversity is therefore positively correlated with staff satisfaction. The main variable which influences employee motivation is work experience, which is followed by age diversity; region diversity and education diversity are proved to be important dimensions of workplace diversity, which affect employee motivation in TTH. The findings indicate that all standardized coefficients relating to the six workplace diversity dimensions had been positive. They were statistically significant too with the exception of experience and age diversities. Finally, the results indicate that the study tool seems to be extremely consistent for gauging influence of employee's diversity on staff motivation.

5.1. Conclusion

The study evaluated the link between firm-related diversity and staff motivation in TTH. The study uses purposive sampling technique on the respondents of the hospital for data collection. The study analyzes the responses from respondents of the hospital in a descriptive form; especially mean, standard deviation, maximum, minimum and range are some of the measures of central tendency which are employ to study the behaviour of the collected data. Generally, the results reveal positive link between firm-related diversity and staff motivation in TTH. Also, the information displayed staff diversity in age, and gender related certainly with staff performance. Therefore, the Hospital human resource depart-

ment must place emphasis on diversity management and keep it in their progress plans for engendering the desired work outcomes.

5.2. Recommendations

The findings of the study support some recommendations. It is recommended that senior management of the hospital needs to focus more on diversity management to improve the performance of employees within the hospital. It is also recommended that hospital leaders should formulate laws and policies on equal employment, irrespective of their cultural background, ethnic group, and gender in other to encourage creativity and innovation in the hospital and that ensured that the most qualified employees were recruited. While devoting on workforce diversity, the hospital should also arrange devices to control and manage a varied workforce successfully. The hospital should generate an atmosphere that will sustain workforce diversity. There must remain gender unbiased at the period of concert assessment or upgrades. Career paths should be entirely designed for female staffs. Qualities and skill of a fresh joined staff should be given due status and his date of joining the hospital should not be measured as the only criteria at the time of decision making and problem solving. There should be no secure and defined notions about Gender, Religion or Region of a person at the time of employment and interviews. The hospital should give an equivalent opportunity to commendable applicant to allow for an effective outcome from the employees. Finally, every organisation or institution must research as to which diversity is the chief in that specific organisation and attempt and study it's influence on staff performance to achieve their value for money.

5.3. Suggestion for Future Work

This study has focused on the link between firm-related diversity and staff motivation in TTH. Due to this, its findings may not be generalizable given the peculiarities of the various hospitals in Ghana. There is, therefore, the need for future research to examine the issues interrogated using data from several hospitals in Ghana. The paper focused on a health institution and future research in this area can focus on the Educational and Local Government sector.

Finally, the researcher used regression analysis and future research may employ structural equation modelling and introduce relevant mediators to establish relations between diversity and employee motivation.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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