INTERNATIONAL JOURNAL OF LATEST TECHNOLOGY IN ENGINEERING, MANAGEMENT & APPLIED SCIENCE (IJLTEMAS)

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue VI, June 2026

Generational Diversity and Performance of The County Governments in Kenya

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DOI: https://doi.org/10.51583/IJLTEMAS.2026.150700015

Received: 08 July 2026; Accepted: 13 July 2026; Published: 05 August 2026

ABSTRACT

Despite the goals of devolution, county governments in Kenya continue to experience performance disparities partly attributed to inadequate management of generational diversity within the workforce. Differences in career expectations, cohort membership, and age distribution are not always effectively managed, limiting knowledge sharing, innovation, collaboration, and service delivery. Existing studies have not sufficiently examined how these dimensions of generational diversity influence the organizational performance of county governments in Kenya, creating a gap in evidence-based human resource management. This study therefore sought to examine the relationship between generational diversity and the organizational performance of county governments in Kenya. The study is anchored on generational cohort theory and adopted positivist research philosophy and descriptive correlational research design. The target population includes 1,645 county government employees from 47 counties, encompassing management and technical staff across key departments. A sample size of 384 is determined using Fisher's formula, with proportionate stratified sampling ensuring representation across job categories. Data was collected using a semi-structured questionnaire combining closed-ended Likert-scale items and open-ended questions to capture both quantitative and qualitative insights. A pilot study with 38 participants tested the instrument's validity and reliability, and necessary adjustments were made based on feedback. Quantitative data were analyzed using descriptive statistics to summarize the data and inferential statistical techniques, including correlation analysis and multiple regression analysis. The results were presented using tables and charts for clarity and interpretation. The study found that generational diversity had a positive and significant relationship with the performance of county governments in Kenya. However, the findings show that career expectation and cohort membership have positive and statistically significant effects on county government performance, while age distribution exhibits a positive but statistically insignificant relationship. The study recommends that county governments should establish structured career progression frameworks that include clear promotion pathways, mentorship programmes, and performance-based advancement systems to align employees' career expectations with organizational goals.

Keywords: Generational Diversity, Age Distribution, Service Delivery, Performance, Infrastructure Development, Career Expectation

INTRODUCTION

Public sector organizations increasingly recognize employee diversity as a strategic resource for improving organizational performance (Ali, Appana & Narayan, 2023). Employee diversity enhances organizational effectiveness, promotes inclusive service delivery, and fosters innovation by bringing together employees with diverse knowledge, skills, experiences, and perspectives. In decentralized governance systems, a diverse workforce improves decision-making, strengthens problem-solving, and enables public institutions to respond

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more effectively to the changing needs of citizens (Riccucci, 2021). Employee diversity encompasses educational diversity, generational diversity, functional diversity, and tenure diversity, each contributing uniquely to organizational effectiveness through enhanced knowledge sharing, creativity, and adaptability (Hofhuis, 2022). While all these dimensions are important in promoting institutional performance, this study specifically focuses on generational diversity and its influence on the organizational performance of county governments in Kenya.

Generational diversity further contributes to organizational performance by bringing together employees from different age groups who possess distinct experiences, values, perspectives, and work approaches (Tjimuku & Atiku, 2024). Younger employees often contribute creativity, technological competence, and adaptability to emerging trends, while older employees provide institutional memory, professional experience, and procedural knowledge accumulated over time (Mickson et al., 2021). The integration of these complementary strengths promotes knowledge sharing, collaborative problem-solving, innovation, and informed decision-making. In decentralized governance systems, where county governments operate within diverse local contexts, effective management of generational diversity enhances organizational adaptability, service continuity, and responsiveness to citizens' needs, ultimately improving overall organizational performance and service delivery (Mary et al., 2023).

Globally, generational diversity has become an important driver of organizational performance in public sector institutions by combining the experience and institutional knowledge of older employees with the innovation, technological competence, and adaptability of younger workers. Countries such as the United Kingdom and Australia have embraced intergenerational collaboration to strengthen policy continuity, enhance knowledge transfer, and improve public service delivery through the integration of employees from different age cohorts (White et al., 2021; Löfgren et al., 2022). Regionally, South Africa has incorporated generational diversity into its public sector workforce transformation initiatives to improve service efficiency, equity, and responsiveness to citizens' needs (Tjimuku & Atiku, 2024). In contrast, Zimbabwe continues to experience challenges associated with an aging workforce and limited generational renewal, which constrain innovation and organizational adaptability (Wushe & Shenje, 2019; Budeli & Kamwimbi, 2022). These experiences demonstrate that effective management of generational diversity strengthens knowledge sharing, promotes innovation, and enhances organizational performance across public sector institutions (Tshukudu, 2023).

In Kenya, generational diversity has become an important aspect of workforce management within county governments following the introduction of the devolved system of governance. Counties increasingly employ both younger professionals and experienced civil servants, creating a workforce that combines innovation, technological competence, and adaptability with institutional memory, policy continuity, and administrative experience (Kamweru et al., 2023). Younger employees contribute digital skills, creativity, and new perspectives that support service innovation and operational efficiency, while older employees provide mentorship, historical knowledge, and a deeper understanding of government procedures and policies (Ogega et al., 2020). This interaction enhances knowledge transfer, improves collaboration, and strengthens the implementation of county development programmes and public service delivery (Sifuna, 2021). However, differences in career expectations, work values, and communication styles across generations may hinder effective collaboration if not well managed. Consequently, county governments need effective human resource strategies that promote intergenerational collaboration and knowledge sharing to maximize the benefits of generational diversity and improve organizational performance (Lekaitau & Juma, 2023; Nguta & Omuya, 2024).

Statement of the Problem

County governments in Kenya operate in a dynamic workforce characterized by employees from different generational cohorts, each bringing unique skills, experiences, values, and work expectations that have the potential to influence organizational performance (Koech & Korir, 2025). However, generational diversity within county governments remains uneven, with employees under the age of 35 accounting for only 18% of the workforce despite representing more than 75% of Kenya's population (KNBS, 2019; Adam & Alfawaz, 2025). This imbalance limits the integration of younger employees who possess digital competencies,

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innovation, and adaptability alongside older employees who contribute institutional memory, experience, and policy continuity. Consequently, opportunities for knowledge sharing, succession planning, technological adoption, and improved service delivery are constrained, resulting in disparities in county government performance. Despite the growing importance of generational diversity, limited empirical evidence exists on how it specifically influences the performance of county governments in Kenya's devolved system.

While existing studies have examined workforce diversity and public sector efficiency, limited empirical evidence exists specifically on how generational diversity influences the performance of county governments in Kenya's devolved system. Although studies by Ali et al. (2023), Koech and Korir (2025), and Muhula et al. (2025) discuss general human resource and governance challenges within county governments, they do not adequately isolate the contribution of generational diversity to organizational performance. Similarly, studies by Mutoka and Njoroge (2025), Ekejiuba et al. (2023), and Mary et al. (2023) examine county government performance broadly but fail to integrate generational diversity, reflected in career expectations, cohort membership, and age distribution, as a key explanatory variable. This omission limits understanding of how interactions among different generations influence knowledge transfer, innovation, employee collaboration, and service delivery.

Therefore, this study seeks to address this gap by examining the relationship between generational diversity and the organizational performance of county governments in Kenya.

The null hypothesis in this study was;

H_0: Generational diversity has no significant relationship with the performance of county governments in Kenya.

LITERATURE REVIEW

Theoretical Foundation

Generational Cohort Theory was popularized by Mannheim (1952), who argued that individuals born and socialized during the same period share common historical and social experiences that shape their values and behaviors (Mannheim, 1952). The theory posits that each generation develops a unique worldview influenced by events, technologies, and cultural shifts during their formative years (Dey et al., 2020). In the workplace, this translates into distinct preferences, communication styles, and motivational drivers across different generational cohorts such as Baby Boomers, Generation X, Millennials, and Generation Z (Opermann & Kalmus, 2019). In Kenya’s county governments, generational diversity has become increasingly relevant as older employees with institutional memory work alongside tech- savvy younger professionals (Kingstone, 2021). This mix can lead to either generational synergy or conflict, depending on how well the differences are managed and integrated into the organization’s service delivery goals (Statnicke, 2019).

Generational Cohort Theory suggests that leveraging the strengths of each cohort can enhance innovation, adaptability, and citizen responsiveness in public institutions (Leslie et al., 2021). For instance, Millennials and Generation Z bring digital literacy, flexibility, and openness to change key traits for modernizing county services such as e-governance and digital citizen engagement (Muthoni & Langat, 2024). Meanwhile, older cohorts such as Baby Boomers offer deep knowledge of bureaucratic processes, community history, and public accountability mechanisms (Otenyo, 2023). A multigenerational workforce thus fosters continuity and modernization simultaneously, improving decision- making and policy implementation (Chebet & Barasa, 2023). This intergenerational collaboration can lead to improved performance outcomes in counties, particularly in areas like customer satisfaction and infrastructure oversight (Achenbaum, 2024).

Generational Cohort Theory was used to examine the relationship between generational diversity and the organizational performance of county governments in Kenya. The theory provides a framework for understanding how age-based diversity influences organizational performance by recognizing that employees from different generational cohorts possess distinct values, work orientations, and skill sets shaped by their social and historical experiences (Leslie et al., 2021). These differences influence workplace interactions, technology adoption, decision-making, and contributions toward achieving organizational objectives.

In county governments, experienced employees with extensive institutional knowledge often work alongside younger, technologically proficient staff, creating both opportunities for knowledge sharing and challenges arising from differing work preferences (Gabrielova & Buchko, 2021). When effectively managed through inclusive human resource practices, generational diversity can foster innovation, improve service delivery, and strengthen policy implementation.

Conceptual Framework

A conceptual framework is a structured system of concepts, assumptions, expectations, beliefs, and theories that supports and informs a research study. Figure 1 shows the hypothesized relationships between the independent variable and the dependent variable. The independent variable in this study was generational diversity and the dependent variable was organizational performance of County governments.

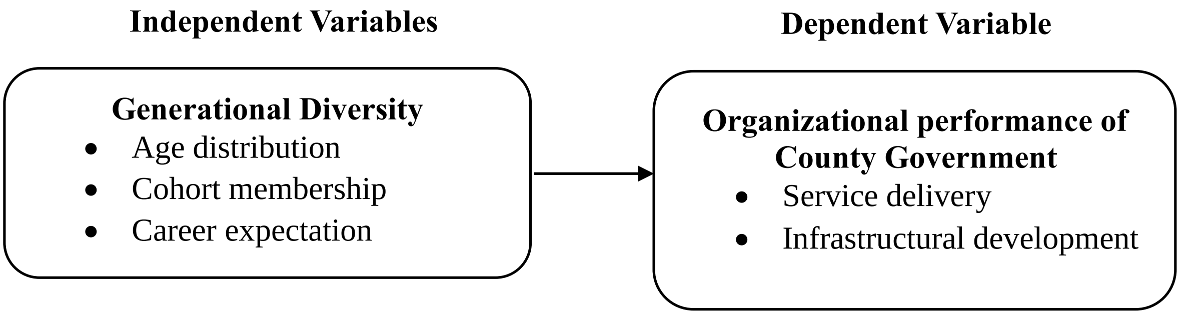

Figure 1: Conceptual Framework

EMPIRICAL REVIEW

The study by Hamidullah (2023) highlights the growing concerns within the public sector surrounding an aging workforce and the challenges of intergenerational transitions, particularly in relation to talent retention and organizational continuity. While the book emphasizes the importance of managing generational differences for smooth succession and workforce stability, it focuses primarily on workforce dynamics in broader Western public sector contexts. However, there is a notable gap in empirical research examining how generational diversity specifically impacts organizational performance, where devolved structures and demographic shifts present unique challenges and opportunities. This gap underscores the need for context-specific studies to explore how intergenerational collaboration, value differences, and digital readiness influence public service delivery within Kenya's county governments.

The study by Wanyoike, Mugambi, and Gachuru (2022) explores the effect of generational diversity management on employee performance within the County Government of Laikipia, Kenya. It establishes that generational diversity contributes positively to innovation, creativity, and productivity through the integration of varied experiences and perspectives.

While this study provides important insights into one county government, a broader research gap remains in understanding the relationship between generational diversity and overall performance across multiple county governments in Kenya. This gap calls for expanded investigation into how generational diversity affects service delivery, policy implementation, and citizen satisfaction at the institutional level within the devolved governance framework.

The study by Park and Park (2024) investigates generational differences in work values within the Korean Government sector, focusing on dimensions such as innovation, team orientation, and organizational loyalty. It highlights that Millennials, while more team- oriented and innovative, show lower commitment to organizational priorities compared to older generations. Although this study provides valuable insights into

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public sector generational dynamics in Korea, a research gap exists in understanding how similar generational differences in work values influence institutional performance in the Kenyan county government context. This highlights the need for context-specific analysis of generational diversity to determine its impact on governance outcomes in Kenya's devolved system.

RESEARCH METHODOLOGY

The study adopted a positivist research philosophy and utilized a descriptive correlational research design. The target population comprised approximately 1,645 employees drawn from various departments across the 47 county governments in Kenya. These respondents include officers directly involved in implementing diversity-related policies and those engaged in core administrative and technical functions that contribute to organizational performance. The counties have 10 administrative department heads (one CEC member per department) led by the Governor and Deputy. These include; Health Services, Finance and Economic Planning; Agriculture, Livestock and Fisheries; Education, ICT, Culture and Social Services; Youth Affairs, Sports and Communications; Trade, Industry, Tourism and Cooperative Development; Roads, Transport, Public Works and Utilities; Water, Environment and Natural Resources; Lands, Housing and Physical Planning; Administration and Public Service.

In line with this, the study adopted a sample size of 384 participants, determined using the sample size calculation formula proposed by Fisher et al. (1970), as recommended by Martin et al. (2021).

$$n = \frac{Z^2 P(1-P)}{d^2}$$

n = Required sample size; z = Standard normal deviation corresponding to the desired confidence level (e.g., 1.96 for 95% confidence level); p = Estimated proportion of the target population possessing the characteristic of interest; (1 − p) = Proportion of the population not possessing the characteristic of interest; and d = Margin of error or level of precision (0.05)

$$n = \frac{1.96^2 \times 0.5(1-0.5)}{0.08^2}$$

$$n = 384$$

Table 1: Sample Size

Category	Target Population	Sample Size
County Executive Committee Members (CECMs)	470	110
Chief Officers	470	110
Directors/Departmental Heads	705	164
Total	1645	384

The study adopted a positivist research philosophy and descriptive correlational research design because it sought to examine the relationship between generational diversity and organizational performance using objectively measurable variables. The target population comprised 1,645 County Executive Committee Members (470), Chief Officers (470), and Directors/Departmental Heads (705) drawn from the 47 county governments in Kenya. These officers were selected because they are directly involved in policy implementation, strategic decision-making, and the management of employee diversity within county governments.

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A sample size of 384 respondents was determined using Fisher et al. (1970) sample size determination formula. The study adopted a multi-stage sampling procedure. First, proportionate stratified sampling was applied to ensure proportional representation of the three management categories within the sample. Thereafter, purposive sampling was employed to select respondents from each stratum based on their managerial responsibilities and their knowledge of employee diversity and organizational performance. This approach ensured adequate representation while obtaining information from respondents best positioned to provide reliable and relevant data regarding the study variables.

Primary data were collected using a semi-structured questionnaire comprising both closed-ended Likert-scale items and open-ended questions. The instrument was pilot tested using 38 respondents representing approximately 10% of the sample to assess validity and reliability before the main survey. Quantitative data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple regression analysis with SPSS, while qualitative responses were analyzed thematically. The results were presented in tables and figures. The regression model was as follows;

$$Y = \beta_0 + \beta_1 X_1$$

Whereby;, Y = Performance of county governments; β_0 = Constant; β_1 = Coefficients of determination; X_1 = Generational diversity;

RESEARCH FINDINGS AND DISCUSSIONS

The study targeted 384 respondents drawn from county governments across Kenya to examine the influence of employee diversity on county government performance. A total of 307 completed questionnaires and successfully returned, representing a response rate of 79.9 percent, while 77 questionnaires were not returned, accounting for 20.1 percent of the targeted sample. The response rate was as shown in Table 2.

Table 2: Questionnaires' Response Rate

Response Rate	Frequency	Percentage
Complete Never Returned	307 77	79.9% 20.1%
Total	384	100%

Descriptive Analysis

The study sought to examine the influence of generational diversity on the performance of county governments in Kenya. The respondents were asked to indicate their level of agreement with various statements using a five-point Likert scale where 5 represented Strongly Agree (SA), 4 Agree (A), 3 Neutral (N), 2 Disagree (D) and 1 Strongly Disagree (SD). The findings presented in Table 4.2 indicate that respondents generally agreed that generational diversity positively contributes to the performance of county governments. The statement with the highest mean score was that generational diversity among county staff enhances accountability and responsiveness to public needs (M = 4.05, SD = 0.8553). This finding suggests that the presence of employees from different age groups enables county governments to better understand and address the diverse needs of citizens. The relatively low standard deviation further indicates a high level of consensus among respondents regarding the importance of age diversity in promoting accountability and responsiveness.

Similarly, respondents agreed that the combination of experience from older employees and new perspectives from younger employees enhances decision-making and service outcomes (M = 3.99, SD = 0.6860). This statement recorded the lowest standard deviation among all the indicators, implying strong agreement among respondents.

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The finding highlights the value of integrating institutional knowledge possessed by older employees with the creativity, technological competence and innovative thinking often associated with younger employees. Such integration appears to strengthen decision-making processes and improve service delivery outcomes within county governments. The results further indicate that respondents agreed that county governments that effectively manage age-diverse workforces are more successful in implementing development projects (M = 3.98, SD = 0.9256).

This finding suggests that effective management of generational differences can enhance teamwork, improve resource utilization and facilitate the successful execution of county development initiatives. In addition, respondents agreed that the presence of multiple age groups within county departments contributes to improved quality of public service delivery (M = 3.89, SD = 0.8991). This finding demonstrates that age diversity creates opportunities for employees to share varied experiences, skills and perspectives, thereby improving the quality and effectiveness of services delivered to the public. Likewise, respondents agreed that effective integration of younger and older employees strengthens operational efficiency within county governments (M = 3.87, SD = 0.9458).

The finding implies that when county governments successfully foster collaboration across generations, they are likely to achieve greater efficiency in executing their functions and delivering services to citizens. The study also established that generational diversity among county employees promotes innovative and balanced approaches to infrastructure development (M = 3.69, SD = 0.8589). This finding suggests that age-diverse teams are better positioned to generate creative solutions while simultaneously drawing upon practical experience, thereby enhancing the planning and implementation of infrastructure projects.

Furthermore, respondents moderately agreed that representation of different age cohorts in county leadership improves alignment of services with citizen expectations (M = 3.52, SD = 1.0107). Although the mean score indicates positive perceptions, the relatively higher standard deviation suggests greater variation in respondents' opinions. This may imply that while age representation in leadership is considered beneficial, other factors such as leadership competence, governance practices and stakeholder engagement may also influence the extent to which county services align with citizen expectations.

The statement with the lowest mean score was that knowledge transfer between older and younger staff increases public trust and satisfaction with county services (M = 3.43, SD = 1.2292). Despite receiving the lowest rating, respondents still generally agreed with the statement. The comparatively high standard deviation indicates considerable variation in perceptions, suggesting that knowledge transfer mechanisms may not be consistently implemented across county governments.

Table 3: Generational Diversity

Statements	SD	D	N	A	S	Mean	S.D
Generational diversity among county staff enhances accountability and responsiveness to public needs.	0%	4%	11%	28%	57%	4.05	0.8553
The presence of multiple age groups within county departments contributes to improved quality of public service delivery.	0%	6%	12%	28%	54%	3.89	0.8991
Effective integration of younger and older employees strengthens operational efficiency within county governments.	0%	7%	11%	26%	55%	3.87	0.9458
Generational diversity among county employees promotes innovative and balanced approaches to	0%	6%	16%	32%	47%	3.69	0.8589

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infrastructure development.							
Representation of different age cohorts in county leadership improves alignment of services with citizen expectations.	1%	7%	24%	17%	50%	3.52	1.0107
Knowledge transfer between older and younger staff increases public trust and satisfaction with county services.	7%	5%	19%	18%	52%	3.43	1.2292
County governments that effectively manage age-diverse workforces are more successful in implementing development projects.	2%	1%	10%	32%	52%	3.98	0.9256
The combination of experience from older employees and new perspectives from younger employees enhances decision-making and service outcomes.	0%	0%	15%	63%	52%	3.99	0.6860

Correlation Analysis

Pearson correlation analysis was conducted to examine the relationship between generational diversity and organizational performance in county governments in Kenya, as presented in Table 4. The results indicate a positive and statistically significant relationship between generational diversity and organizational performance ($r = 0.412$, $p < 0.01$). This implies that higher levels of generational diversity are associated with improved organizational performance, suggesting that integrating employees from different generations enhances knowledge sharing, innovation, collaboration, and organizational effectiveness within county governments. Although the correlation coefficient is below the 0.5 threshold, it indicates a moderate positive association between the two variables, demonstrating that generational diversity contributes meaningfully to organizational performance. These findings concur with Wanyoike, Mugambi, and Gachuru (2022), who established that generational diversity enhances employee performance by promoting innovation, creativity, and productivity through the integration of diverse experiences and perspectives within the County Government of Laikipia, Kenya.

Table 4: Correlation Results

	Performance	Generational Diversity
Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	307
Generational Diversity	Pearson Correlation	.412**
	Sig. (2-tailed)	.000
	N	307
**. Correlation is significant at the 0.01 level (2-tailed).		

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Regression Analysis

Linear regression analysis established that generational diversity explained (in Table 5) 16.9% ($R^2 = 0.169$) of the variation in the organizational performance of county governments in Kenya. Although the explanatory power of the model is modest, it is statistically meaningful within organizational and public administration research, where organizational performance is influenced by multiple interacting factors. The findings indicate that generational diversity constitutes one important determinant of organizational performance, while the remaining 83.1% of the variation may be attributed to other organizational, managerial, institutional, and environmental factors that were beyond the scope of this study. Variables such as leadership effectiveness, organizational culture, employee engagement, employee training, technological capability, governance practices, and resource availability may further explain organizational performance and therefore warrant investigation in future studies.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412[a]	.169	.161	.41371
a. Predictors: (Constant), Age distribution, career expectation, cohort membership				

Analysis of variance (ANOVA) was conducted to test the statistical significance of the regression model. The results revealed that the regression model was statistically significant ($F = 20.606$, $p = 0.000$), indicating that generational diversity significantly influences the performance of county governments in Kenya. Since the probability value is less than the 0.05 level of significance and the calculated F-statistic exceeds the critical F-value (2.60), the regression model was considered statistically fit. Consequently, the null hypothesis that generational diversity has no significant relationship with the performance of county governments in Kenya was rejected.

Table 6: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.580	3	3.527	20.606	.000[b]
	Residual	51.859	303	.171		
	Total	62.439	306			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Age distribution, career expectation, cohort membership						

From the unstandardized coefficients, the regression model was expressed as:

Performance = 2.640 + 0.158 Career Expectation + 0.067 Cohort Membership + 0.044 Age Distribution

Table 7 presents the regression coefficients showing that career expectation has a statistically significant positive effect on county government performance ($\beta = 0.158$, $t = 4.159$, $p = 0.000$). This implies that a one-unit increase in career expectation leads to a 0.158-unit increase in county government performance, holding other factors constant. Similarly, cohort membership has a statistically significant positive effect on

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performance (β = 0.067, t = 2.393, p = 0.017), indicating that improvements in cohort membership contribute positively to county government performance. However, age distribution has a positive but statistically insignificant effect on county government performance (β = 0.044, t = 1.005, p = 0.316), suggesting that differences in age distribution do not significantly influence county government performance when other variables are held constant.

The findings demonstrate that generational diversity positively and significantly influences the organizational performance of county governments in Kenya. Specifically, career expectation and cohort membership significantly contribute to organizational performance, whereas age distribution alone does not significantly influence performance. These findings suggest that organizational performance is enhanced not merely by maintaining an age-diverse workforce but by effectively managing the expectations, experiences, and collaborative relationships among employees from different generations.

The findings are consistent with Wanyoike, Mugambi, and Gachuru (2022), who found that generational diversity enhances employee performance through increased innovation, creativity, and productivity arising from diverse experiences and perspectives. However, whereas their study focused on a single county government, the present study provides broader empirical evidence across Kenya's county governments, thereby demonstrating that the positive contribution of generational diversity extends beyond individual organizations to the wider devolved governance system.

Similarly, the findings support those of Park and Park (2024), who reported that differences in generational work values influence organizational outcomes within the public sector. However, unlike the Korean public sector context examined by Park and Park, the present study demonstrates that within Kenya's devolved governance framework, career expectations and cohort membership exert a stronger influence on organizational performance than age composition itself. This finding suggests that effective human resource practices that encourage mentorship, intergenerational collaboration, and knowledge sharing are more important than merely achieving demographic diversity.

The findings also extend Generational Cohort Theory by demonstrating that employees from different generations contribute complementary competencies that strengthen organizational effectiveness when appropriately managed. Younger employees contribute innovation, technological competence, and adaptability, while older employees provide institutional memory, policy continuity, and professional experience. Consequently, county governments that promote structured collaboration across generations are better positioned to improve service delivery, decision-making, and infrastructure development.

Unlike many previous studies conducted within single organizations or private-sector settings, this study contributes empirical evidence from Kenya's devolved governance system, characterized by diverse political, administrative, and socio-economic environments across the forty-seven county governments. This context strengthens the external relevance of the findings for decentralized public sector institutions in developing countries.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.640	.135		19.546	.000
	Career expectation	.158	.038	.262	4.159	.000
	Cohort membership	.067	.028	.159	2.393	.017

	Age distribution	.044	.044	.071	1.005	.316
a. Dependent Variable: Performance						

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that generational diversity positively influences the organizational performance of county governments in Kenya. However, the influence varies across the dimensions of generational diversity. Career expectation and cohort membership significantly enhance organizational performance, whereas age distribution alone does not significantly affect performance. The findings, therefore, demonstrate that effective management of generational diversity requires more than maintaining a workforce composed of different age groups. Instead, county governments should develop human resource policies that promote mentorship, career development, intergenerational collaboration, and knowledge sharing to maximize the performance benefits associated with workforce diversity.

County governments should establish structured career progression frameworks comprising transparent promotion systems, mentorship programmes, coaching initiatives, succession planning, and performance-based advancement mechanisms to align employees' career expectations with organizational objectives.

County governments should also institutionalize structured intergenerational collaboration by creating mixed-age work teams, formal knowledge-sharing programmes, job rotation initiatives, and cross-generational mentoring systems to enhance innovation, organizational learning, service delivery, and policy implementation.

Furthermore, human resource managers should focus on strengthening organizational practices that improve collaboration across generational cohorts rather than emphasizing workforce age composition alone.

Areas for Further Research

Although this study established that generational diversity significantly influences organizational performance, the regression model explained only 16.9% of the observed variation in county government performance. Future studies should therefore incorporate additional organizational variables such as leadership effectiveness, organizational culture, employee engagement, employee training, technological capability, governance quality, organizational commitment, and resource availability to improve the explanatory power of the model.

Future research should also employ longitudinal research designs to examine how generational diversity influences organizational performance over time. In addition, mixed-method research designs combining quantitative and qualitative approaches would provide richer insights into the mechanisms through which generational diversity affects organizational performance within Kenya's devolved governance system. Finally, comparative studies involving national government ministries, state corporations, and private sector organizations would enhance the generalizability of these findings.

Declaration

Funding

This research received no external funding. The study was entirely self-funded by the author. No funding was received for the article processing charge (APC).

ACKNOWLEDGMENTS

The author sincerely acknowledges the invaluable guidance, constructive criticism, and continuous support provided by Dr. James M. Gitari, PhD and Dr. Daniel K. Langat, PhD throughout the conception, execution,

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue VI, June 2026

and completion of this study. Their insightful supervision and academic mentorship greatly contributed to the quality of this research.

Conflicts of Interest

The author declares no conflict of interest. This research received no external funding. Consequently, no funder had any role in the design of the study; the collection, analysis, or interpretation of data; the writing of the manuscript; or the decision to publish the results.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request. The data are not publicly available because they contain information that could compromise the privacy and confidentiality of the study participants.

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