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ABSTRACT

Employee performance directly impacts the organization's ability to achieve its goals, and it is vital that employees are able to perform at their best. . Researchers have found that workforce diversity affects employee performance. Generational diversity in particular, contributes to improved innovation, productivity, and creativity due to an increase in varied perspectives and knowledge. This study sought to establish the effect of generational diversity management on employees' performance in County Government units in Kenya. This study adopted a case study research design. The study targeted the employees of county government of Laikipia in Kenya. A sample of 337 respondents was used. An electronic self-administered questionnaire was used to collect data. Descriptive and correlation analysis was used to analyse data using Statistical Package for the Social Sciences. The correlation analysis demonstrated a moderate positive relationship (r = 0.391, p < 0.01) between generational diversity management and employee performance. The regression analysis showed a significant negative relationship (β = -0.442, p < 0.000). The study concludes that generational diversity management significantly enhances employees' Performance in County Government Units in Kenya. This underscores the importance of adopting inclusive practices to foster a productive and harmonious workplace environment. To enhance employee performance in County Government Units in Kenya, it is recommended that a comprehensive strategy be implemented focusing on generational diversity management.

Keywords: Employee Performance, Diversity, Workplace Diversity, Age Diversity, Generational Diversity

INTRODUCTION

Employee performance is defined as the way an employee fulfils his or her job duties and performs the required tasks. It refers to the effectiveness, efficiency and accuracy with which an employee carries out the tasks assigned to him (Sutrisno, 2022). By managing employee performance, companies can optimize their processes and improve efficiency and productivity in the workplace. According to Basuki et al. (2022), employee performance directly impacts the organization's ability to achieve its goals, and it is crucial that employees are able to perform at their best. It is also vital to the company's success in terms of efficiency, productivity, innovation and customer satisfaction. Therefore, it is extremely important for employers to ensure that they have effective employee performance management strategies in place to maximize the potential of the workforce and improve organizational effectiveness (Amha & Brhane, 2020).

Various factors can influence the performance of employees in organizations such as leadership styles, the company culture, the digital work environment, the physical work environment, employee motivation and incentives, clear goals, professional training and development, employee engagement and the availability of resources (Basuki et al., 2022; Meswantri & Ilyas, 2018). All of these factors impact an employee's ability to perform their job tasks effectively and efficiently. Additionally, company culture, employee skills, and job satisfaction can all impact employee performance. Researchers have also found that workforce diversity influences employee performance. Diversity can be described as recognition, appreciation, understanding, recognition, appreciation and enjoyment of divergences between employees (Rotenstein et al., 2021). According to Yadav and Lenka (2020), workforce diversity is the collective mix of employees' differences and similarities (including individual characteristics, values, beliefs, experiences, backgrounds and lifestyles)

represented in the workplace. It encompasses the range of similarities and differences that each individual brings to the workplace.

Diversity refers to the inclusion of people with different cultural, racial, ethnic, gender, sexuality, age, physical abilities, and educational backgrounds in an organization (Yadav & Lenka, 2020). The current study focuses on generational diversity, abilities diversity, ethnic, and gender diversity. In the USA, 77 percent of the workforce is made up of white people (Yadav & Lenka, 2020). Diversity and inclusion are increasingly rising in importance in Asia. In India, women and minorities occupy only about 10% of leadership positions (Kharroubi, 2021). The advent of globalization in Africa has resulted in a shift of employment policies that affirm the value of a diverse workforce. For instance, a survey on workplace diversity in South Africa found that 44.45% were white, 28.57% were black, 22.22% were Indian, and 4.78% were from the Coloured population group (Joubert, 2017). In Nigeria, the workforce is dominated by men, especially in senior positions, where women make up only 22% of legislators, senior officials, and managers (Akinnusi et al., 2017). Similarly, in Kenya, the workforce is also dominated by men, especially in formal sector jobs, with women comprising only 34% of formal sector employment (Mande & Awiti, 2019).

Generational diversity in the workforce refers to the presence of people from different generations in a work team and the positive impact this has on the workplace (Sobrino-De Toro et al., 2019). It can help create better understanding between different generations and promote respect for different stages of life and experiences. Generational diversity contributes to greater innovation, productivity and creativity as diverse perspectives and knowledge increase (Andoh et al., 2019; Vervoe, 2022). Skill diversity, on the other hand, refers to the variety of abilities and disabilities that may be present in a workplace. These include cognitive, learning, physical, linguistic, and visual

abilities, as well as differences in intellectual, developmental, and cognitive abilities (Raewf & Mahmood, 2021). Skill diversity can have a positive impact on the workplace, leading to greater innovation, creativity, and problem solving, as well as improved productivity, morale, and job satisfaction (Ahmad & Rahman, 2019; Wang et al., 2020).

In Laikipia county, available evidence shows poor service delivery which suggests poor performance of employees. This includes poor garbage and solid waste management, pollution, water shortages, and poor roads among others (Maitai & Ngari, 2019). However, it is not clear whether diversity management contributes to the performance in the counties. Various researchers have carried out studies on the role of diversity management on performance (Yadav & Lenka, 2020; Sanyang & Othman, 2019; Turi et al. 2022). The preponderance of the evidence is that diversity management has a positive and significant effect on performance. However, most studies on diversity management have been conducted in developed countries and have mainly focused on private sector organizations. Studies carried out among local governments such as the counties in Kenya are scarce. To fill this gap, the researcher sought to establish the effect of generational diversity management on employees' performance in County Government units in Kenya.

Specific Objectives of the Study
To assess the effect of generational diversity management on employees' performance in County Government units in Kenya.

LITERATURE REVIEW
Andoh et al. (2019) examined how the environment of workplace diversity affects the relationship between employees and performance. The study used a quantitative research methodology. The researchers used a questionnaire based on instruments from Chew et al. was developed. (2011) to measure diversity based on age, gender, ethnicity and educational background. A sample size of 175 out of 320 respondents was determined using the sample size determination table of Krejcie and Morgan (1970). To ensure better population coverage, a stratified sampling technique was used. Data were analyzed using Pearson's Product Moment Correlation Coefficient and Multiple Regression Analysis using SPSS software. There was a moderate positive relationship between age diversity and employee performance. This means that increasing age diversity increases employee performance and decreasing age diversity decreases employee performance. However, this study was conducted among employees of a university whose work environment is different from that of a district administration. The current study focuses on district administration employees.

A study by Hapsari et al. (2019) examined the influence of managing generational diversity and the quality of exchange between managers and members on innovative work behavior, mediated by employee engagement. The study involved a group of 1839 employees of the largest Indonesian telecommunications company, representing three generations - the baby boomers, generation X and generation Y. The results suggest that employee engagement influences the quality of exchanges between managers and members and diversity management leads to positive, innovative work behavior. Generational diversity, exchange between managers and innovative work behavior are lowest among Generation Y, but highest among Generation X. Employee engagement is highest among baby boomers. The starting point is that the dependent variable was the quality of exchanges between leaders and members about innovative work behavior, while this study looked at the impact of generational diversity management on employee performance.

Guerrero et al. (2019) studied employees' generational cohorts influence corporate venturing. The study employed a multilevel analysis approach using data from the Global Entrepreneurship Monitor (GEM) project, specifically the Adult

Population Survey (APS) from 2012 and 2013. The analysis focused on the influence of employees' generational cohorts on corporate venturing. The sample consisted of 20,256 employees across 28 countries. Variables included individual-level factors like human capital and attitudes towards entrepreneurship, organizational perceptions, and country-level economic conditions. The generational effect was measured by categorizing employees into three cohorts: Generation Y, Generation X, and Baby Boomers. Control variables such as age, gender, income, and organizational roles were also considered. The statistical model used was a mixed-effect logistic model to capture multilevel moderation effects. The findings lend support to the positive effect of individual and organizational determinants on corporate venturing, as well as how these effects are reinforced per generational cohort. Specifically, the results show that younger generations (millennials) have more propensities to be involved in corporate venturing activities. The gap is that the dependent variable was corporate venturing whereas this study in interested on the effect of generational diversity management on employees' performance.

A study by Odhiambo et al. (2018) sought to determine relationship between age diversity and employee performance of public universities in Western Kenya. The study employed a mixed method design, incorporating both qualitative and quantitative. The target population consisted of 120 heads of departments from four public universities. Data was collected using a pretested questionnaire, and a response rate of 78% was achieved. Descriptive and inferential statistics were utilized for data analysis, with regression and correlation analysis determining the significant positive relationship between age diversity and employee performance. The conclusions drawn from the study findings is that age diversity influenced employee performance positively and majority of the employees are positive about age diversity practices in public universities. However, this study was carried out among employees in a university which is a different working environment compared to a county government. The current study focused on county government employees.

A study by Gaunya (2015) studied the effect of workforce diversity management on employee performance in the Public Sector in Kenya. The study employed a case study design to conduct an in-depth investigation of the effects of educational and age diversity on employee performance in Kenya's public sector. It utilized a simple random sampling technique to select 180-line officers and 10 management level officers from the Department of Probation and Aftercare Services across 47 counties. Data was collected using questionnaires and interview schedules, ensuring a comprehensive understanding through both closed and open-ended questions, as well as face-to-face interactions. For data analysis, descriptive and inferential statistics were applied using SPSS version 20.0, with Pearson Product Moment Correlation Coefficient employed to examine the relationships between variables. The study ensured a 95% confidence level in all statistical measurements. Findings revealed a statistically significant positive relationship between age diversity and employee performance. This means that age diversity has a significant positive effect on employee performance in the department of probation and aftercare services. However, county government employees were not included in the current study. To fill this gap, study targeted the employees of county government of Laikipia.

Kirop and Wanjere (2017) sought to establish the extent to which diversity affects organizational performance of Elgeyo Marakwet County, Kenya. The study employed a descriptive research design. The population consisted of 2,155 employees of the county, with a sample size of 400 selected through simple random sampling. Data was analyzed using descriptive and inferential statistics, with hypotheses tested via simple linear regression at a 95% confidence level. The study revealed that age diversity has a positive effect on organizational

performance of Elgeyo Marakwet County, Kenya. However, Elgeyo Marakwet County differs greatly to Laikipia County in terms of demographics and as such a study in Laikipia County is necessary.

Barang'a and Maende (2019) sought to investigate the influence of workforce diversity on employee performance in the office of the Attorney General and Department of Justice in Nairobi City County, Kenya. The study employed a descriptive survey research design. The population consisted of 5 Human Resource Managers and 50 Support Staff from the HRM department. A census approach was used to include all 55 respondents in the study. Primary data was gathered using questionnaires, which were analysed quantitatively using descriptive statistics and multiple regression analysis. The study concluded that age diversity in the workplace provides a larger spectrum of knowledge, values, and preferences. When the employees of the organization are largely diversified in age, a larger knowledge base and

varied experience is available. This in turn affects overall employee performance granting a greater ability to deal with varying roles and tasks. However, county government employees were not included in the current study. To fill this gap, the study targeted the employees of county government of Laikipia.

These studies therefore show that managing generational diversity in the workplace can lead to improved employee performance. Generational diversity in the workplace can boost morale, increase employee engagement, and stimulate innovation. It can also provide a variety of skills and perspectives that can help a company better respond to changes in the market and customer needs. This study established the influence of generational diversity management on employee performance in County Government units in Kenya. The conceptual framework in Figure 1 shows the variables in the study.
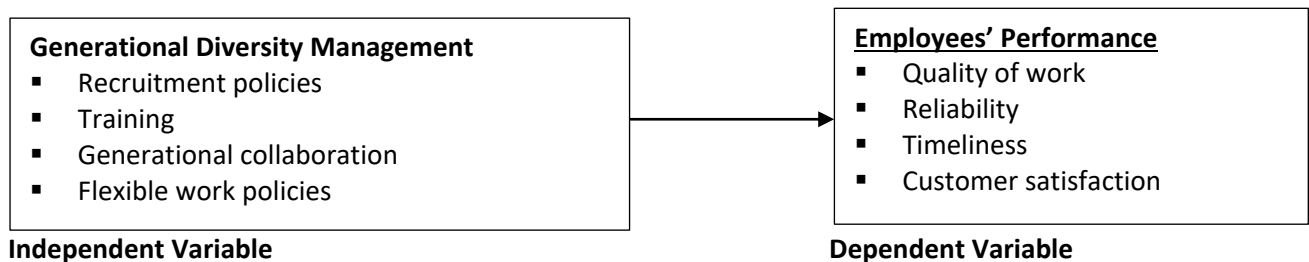
Generational Diversity Management
- Recruitment policies
- Training
- Generational collaboration
- Flexible work policies

Independent Variable

Employees' Performance
- Quality of work
- Reliability
- Timeliness
- Customer satisfaction

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

Research Design: This study adopted a case study research design. The case in this study is Laikipia County. Case study research design was selected because the problem under investigation is majorly happening in the study area.

Target Population: The study targeted the employees of county government of Laikipia. The county government had a total of 2,123 employees

in various departments in the county (County Government of Laikipia, 2023). The researcher was interested in key employees in each department who are involved in the formulation and implementation of county policies. Employees were preferred as the population because they are the subject of diversity management and are aware of diversity management efforts by their employer or lack thereof.

Table 1: Target Population

Department	Number of employees
Agriculture, livestock, and fisheries	461
County Government Coordination, Administration, ICT, and Public Service	119
Education, Sports, Youth, and Social Services	413
Finance, County Planning, and Development	187
Medical Services, and Public Health	509
Roads, Public Works, Lands, and Energy	308
Trade, Tourism, Creative Economy, and Co-Operatives	126
Total	2123

Sampling: Slovin's formula was used to calculate the sample size

$$n = N / (1 + N e^2)$$

where "n" represents the sample size, "N" represents the population while e is the margin of error Therefore, in a population of 2123 employees

$$n=2123/(1+2123*0.05^2) =336.58$$

The study used a sample of 337 respondents. Stratified random sampling of 15% was used to distribute the sample across the various departments as shown in Table 2.

Table 2: Sample Size Distribution

Department	Number of employees	Sample
Agriculture, livestock, and fisheries	461	73
County Government Coordination, Administration, ICT, and Public Service	119	19
Education, Sports, Youth, and Social Services	413	66
Finance, County Planning, and Development	187	30
Medical Services, and Public Health	509	81
Roads, Public Works, Lands, and Energy	308	49
Trade, Tourism, Creative Economy, and Co-Operatives	126	20
Total	2123	337

Simple random sampling was used to recruit respondents. All population members have an equal chance of being selected. This was done using the lottery method with the help of a random number generator (RNG). The researcher made a list of all potential respondents then using an RNG, 337 random employees were selected who were the respondents in the study.

Data Collection: An electronic self-administered questionnaire was used to collect data. The questionnaire collected data on the various variables in the study including demographic characteristics of the respondents, diversity management and employee performance. This study ensured face, content and constructs validity.

To ensured face validity, the study involved a pilot test to evaluate the clarity, relevance, and completeness of the questionnaire items. The pilot was carried out in Nyeri County. To ensure content validity, the questionnaire items were based on a review of relevant literature and theoretical frameworks related to diversity management and employee performance. To ensure construct validity, the questionnaire items were designed to measure the different dimensions of diversity management and employee performance. Expert opinion on the validity of the questionnaire was provided by the researcher's supervisor. In addition, during the pilot test, respondents completed the questionnaire and provided feedback on the clarity

of the questions, any difficulties encountered, and any suggestions for improvement.

To measure the reliability of the questionnaire in this study, internal consistency of the data collected in the pilot test will be assessed using Statistical Package for the Social Sciences (SPSS). It assessed the correlation between multiple items in a test that are supposed to measure the same construct. Cronbach's alpha was used to gauge internal consistency whereby values of 0.7 and above was accepted. The recommendation for a reliability coefficient (Cronbach's alpha) value of 0.7 or higher as an acceptable threshold for research instruments is commonly attributed to Hulin, Netemeyer and Cudeck (2001) in their work on psychometric theory. This threshold is widely used in social sciences to determine the reliability of scales or measurements.

The researcher obtained the necessary research permits and approvals from the relevant authorities including NACOSTI and the county government. Upon completion of data collection, the data was exported from Google forms to SPSS v28 for Windows from where analysis will be conducted. Descriptive and correlation analysis was used to analyse data. Analyses were conducted at 95% confidence interval where by a p value of 0.05 was the critical value for determining significance. Results were presented in form of tables.

RESULTS AND DISCUSSION

The total sampled size consisted of 337 questionnaires distributed across different categories. A total of 221 questionnaires were returned, resulting in a response rate of approximately 65.7%. Out of the 221 respondents, 176 (80%) were male, while 45 (20%) were female. This notable disparity in gender representation highlights the underrepresentation of women within the County Government workforce.

Effect of generational diversity management on employees' performance in County Government units in Kenya

The study sought to establish the effect of generational diversity management on employees' performance in County Government units in Kenya. Table 3 presents the results of this analysis, showing a strong positive impact of generational diversity management on employees' performance. The data indicates that a majority of respondents agreed with statement "The district government actively recruits and retains employees from various age groups," achieved a mean score of 3.92 (SD = 0.734), indicating strong agreement among respondents. Additionally, the assertion, "The county government values the skills and experiences of all generations of employees," mirrored this sentiment with an identical mean score, reflecting a positive outlook on generational diversity. In contrast, the statement, "Employees in the county government are trained on the importance of age diversity," garnered a lower mean of 2.20 (SD = 0.713), suggesting dissatisfaction with the availability of age diversity training. Similarly, the belief that "Age groups in the county government contribute to employee performance" had a mean score of 2.85 (SD = 0.759), indicating limited recognition of generational contributions. Moderate agreement was indicated for the statement, "The county provides flexible work policies to accommodate employees of different ages," with a mean score of 3.48 (SD = 0.998). Participants also viewed the statement, "The county government promotes a culture of respect and tolerance for different age groups' perspectives and ideas," positively, achieving a mean score of 3.70 (SD = 0.876). The overall average mean score of 3.27 (SD = 0.80) for generational diversity management skills reflects moderate satisfaction levels among participants. These findings indicate significant opportunities for improvement, especially in enhancing age diversity training and recognizing the contributions of various age groups to employee performance.

Table 1: Generational Diversity Management Abilities

	N	Mean	Std. Deviation
The county government actively recruits and retains employees from diverse age groups	221	3.92	0.734
The county government actively recruits and retains employees from diverse age groups	221	2.85	0.759
Employees in the county government are trained on the importance of age diversity	221	2.20	0.713
The county provides flexible work policies to accommodate among employees of different age	221	3.48	0.998
The county government promotes a culture of respect and tolerance for different age groups' perspectives and ideas.	221	3.70	0.876
The county government values the skills and experience of all generations of employees	221	3.92	0.734
Age groups in the county government contributes to employee performance	221	2.85	0.759
Average mean		3.27	0.80

Table 1 presents the correlation analysis results between generational diversity management and employee performance in County Government units in Kenya. The findings reveal a moderate positive relationship, with a Pearson correlation coefficient of r = 0.391 (p = 0.000). This indicates that effective management of generational diversity is associated with improved employee performance, suggesting that initiatives aimed at fostering an inclusive work environment across different age groups can enhance overall performance levels. The significant p-value underscores the relevance of generational diversity management in contributing to employee outcomes within these governmental units.

Table 2: *Correlation Analysis of generational diversity management and employee performance in County Government units in Kenya*

		Generational Diversity	Employee Performance
Generational Diversity	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	221	
Employee Performance	Pearson Correlation	.391	1
	Sig. (2-tailed)	0.000	
	N	221	221

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

Employee Performance in County Government Units in Kenya

Descriptive analysis of employee performance in county government units in Kenya shows positive perception of employee performance with an average score of 3.63 and standard deviation of 0.96 as shown in Table 3. In particular, service quality received an average score of 3.48 (SD = 0.998), indicating potential for improvement. Reliability was rated higher with a mean of 3.70 (SD = 0.876), reflecting a positive perception among respondents. Punctuality was rated with a mean of 3.59 (SD = 1.043), indicating moderate agreement with the effectiveness of timely service delivery. Customer satisfaction was highest at 3.77 (SD = 0.937), which underlines the positive attitude towards service results. These results suggest that while overall employee performance is viewed positively, there is still room for development, particularly in improving service quality**.**

Table 3: Employee Performance

	N	Mean	Std. Deviation
Service quality	221	3.48	0.998
reliability	221	3.70	0.876
timeliness	221	3.59	1.043
Customer satisfaction	221	3.77	0.937
Average		3.63	0.96

Source: Survey Data (2024)

Regression Analysis

Table 4 provides the model summary for the regression analysis conducted to assess the influence of generational diversity management on employee performance in County Government units in Kenya. The results indicate a strong linear relationship between the independent variable and the dependent variable, with an R value of 0.925. This yields an R^2 of 0.856, suggesting that approximately 85.6% of the variability in employee performance can be explained by generational diversity management. The adjusted R^2 of 0.853 accounts for the number of predictors in the model, while the standard error of the estimate is 1.06446. These findings highlight the significant impact of generational diversity on enhancing employee performance.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925[a]	0.856	0.853	1.06446

a. Predictors: (Constant), Generational Diversity,

Regression Coefficients of Generational Diversity on Employee Performance

The regression analysis results, as shown in Table 5, reveal the coefficients for generational diversity management's influence on employee performance in County Government units in Kenya. The constant term is 2.648, with a standard error of 0.630 and a significant t-value of 4.202 (p < 0.000). The coefficient for generational diversity management is -0.442, indicating a negative relationship with employee performance, with a standard error of 0.042 and a standardized beta coefficient of -0.432. The findings suggest that generational diversity management significantly impacts employee performance, with a high level of statistical significance (p < 0.000).

Table 5: Regression Coefficient Results

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.648	0.630		4.202	0.000
	Generational Diversity	-0.442	0.042	-0.432	-10.582	0.000

a. Predictors (Constant), generational diversity management
b. Employee Performance

The established regression equation was therefore formulated as below;

$$Y = 3.164 - 0.442X1 + \epsilon$$

This equation indicates that, when considering all factors constant, the expected baseline performance of employees in County Government units would be 3.164%. A unit increase in

generational diversity management correlates with a 44.2% decrease in employee performance, suggesting a significant negative impact. This highlights the importance of effectively managing generational diversity to enhance overall employee performance. The results suggest that improving generational diversity management strategies could help mitigate this negative effect.

Discussion

The study revealed a positive perception of generational diversity among respondents, particularly in the areas of recruitment and respect for diverse age groups. This aligns with literature indicating that diverse teams can enhance innovation and employee satisfaction (Al-Monawer, 2024). However, the noted dissatisfaction with age diversity training is concerning, echoing findings from Kumar and Rathnayake (2022) that underscore the necessity of effective training programs to leverage the advantages of a multigenerational workforce fully. The correlation analysis demonstrated a moderate positive relationship (r = 0.391, p < 0.01) between generational diversity management and employee performance, supporting existing research that connects diversity management to enhanced organizational outcomes (Mariru & Eng'airo, 2024). Yet, the regression analysis revealed a significant negative relationship (β = -0.442, p < 0.000), suggesting that while generational diversity is perceived positively, the current management practices may not effectively translate this diversity into improved employee performance. This finding reflects the complexities discussed in the literature, where merely having a diverse workforce does not guarantee better performance; instead, it requires strategic management and inclusivity practices (Shore et al.

2011). The results imply a critical need for organizations to focus on enhancing generational diversity training and implementing comprehensive management strategies that recognize and harness the unique contributions of various age groups. Improving these strategies could mitigate the negative impact observed and help achieve the desired outcomes associated with effective generational diversity management.

CONCLUSION AND RECOMMENDATIONS

The study concludes to generational diversity management significantly enhances Employees' Performance in County Government Units in Kenya. The majority of respondents agreed that inclusive recruitment policies, targeted training programs, generational collaboration efforts, and flexible work policies contribute positively to organizational effectiveness. This underscores the importance of adopting inclusive practices to foster a productive and harmonious workplace environment.

To enhance employee performance in County Government Units in Kenya, it is recommended that a comprehensive strategy be implemented focusing on generational diversity management. The study generally recommends that policymakers and regulators prioritize the development and implementation of comprehensive diversity management policies within county governments. This includes establishing clear guidelines for recruiting employees from diverse backgrounds and ensuring their effective integration into the workforce. Regular monitoring and evaluation of these policies are essential to assess their impact on employee performance and facilitate continuous improvement.

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