

THE CLAN AFFILIATIONS INFLUENCE ON WORKFORCE DIVERSITY IN MANDERA COUNTY, KENYA

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ABSTRACT

Devolution is meant to bond the country through diversity, protect minorities and empower communities with authority to run their affairs and development, as stated in Article 174 of the Constitution of Kenya. However, even after devolution in Mandera County, significant barriers to workforce diversity are being created by the socio-political networks. This situation, which happens in most ASAL counties, emerges through skewed socio-political trends such as gender imbalance, clan distribution, among others. In this regard, the study sought to identify the socio-political determinants of workforce diversity in Mandera County. In particular, it aimed at identifying the clan affiliation, gender and educational background that determine the demographics of the workforce in the area. The theoretical basis for this study was Social Identity Theory. Descriptive research design was adopted in conducting this research. The target population included County Human Resource management personnel, County Public Service Board members and personnel, general county employees, Council of Elder leaders and religious leaders in Mandera County. Stratified

random sampling method was adopted in selecting study participants. The data collection tools included structured questionnaires administered to County Human Resource Officers, general county employees and County Public Service Board members/personnel. In addition, interviews were conducted with Council of Elders and religious leaders using an interview guide. Quantitative data underwent descriptive statistical analysis and inferential analysis using Pearson's correlation and multiple regression at a 95% confidence level. Qualitative data was analyzed thematically aligned to research objectives. The findings were presented in tables and narratives. The study established that gender, clan affiliation and education level. The research suggests that that the County Government of Mandera strengthens merit-based recruitment, curb political and clan influence, enforce gender equity policies, expand access to education and skills development, and enhance oversight and monitoring mechanisms to promote a fair, inclusive, and representative workforce.

Key Words: Clan Affiliations and Workforce Diversity

INTRODUCTION

Workforce diversity encompasses the collective blend of employees' differences and similarities, incorporating individual traits, backgrounds, background, preferences values, beliefs and experiences and behaviors (Kundu & Mor, 2017). Workforce diversity encompasses the range of distinct viewpoints present within a team. Although diversity is connected to matters of race and social justice, these elements are part of a broader dialogue. Effective workforce diversity

management pertains to the practice of fostering a workplace that appreciates and respects individual differences. It involves recognizing, respecting, and appreciating the unique characteristics of employees and leveraging those differences to achieve organization goals (Cox & Blake, 2021).

Promoting diversity among employees holds pivotal significance for any organization, as it not only heightens productivity and performance but also embodies the principles of equal opportunities and nondiscrimination. Diversity in the government acts as a bolster for representative governance, fostering a workforce composition that mirrors the fabric of the society it serves (Ekejiuba, Muritala, and Nwoye, 2023). A diverse workforce that observes culture, clannism, ethnicity, and gender, among others, possesses the potential to fortify public trust, fortify democratic foundations, foster innovation, and enhance performance within the public sector. This stems from the diverse array of perspectives and skill sets that collectively contribute to crafting solutions for policy challenges (Nolan-Flecha, 2019). Consequently, a diverse public sector not only endeavors to elevate the reputation of public institutions and their dedication to equality and inclusivity but also acts as a catalyst for reinforcing diversity within the private sector.

Inclusivity in employment for such staff can be improved through a proper recruitment process that is not marred by nepotism, clannism, discrimination, and profiling of applicants, among others. The recruitment process needs to observe workforce diversity with the utmost inclusivity that allows people from different cultural, social, ethical, gender, education, racial, and clan backgrounds to equally access employment opportunities in the public service as long as they meet capacity requirements (Genkova & Schreiber, 2022).

Globally, a number of countries have actively promoted legislative changes, alterations in social values, and redefined workplace roles to amplify the involvement of groups historically sidelined from the workforce due to reasons entrenched in history, culture, and systemic biases (Ali, Appana, & Narayan, 2021). Workforce diversity is critical in ensuring effective organization performance. With a good and diverse workforce, the organization can then achieve organization goals and objectives. A number of organizations across all sector has been critical in ensure this is achieved. At the institutional level, public and private organizations also continue to undertake initiatives to foster diversity within their workplace that includes gender, race, tribe, and age, among other things.

The United States is a clear demonstration, showcasing ongoing efforts to ensure a diverse workforce (Allen, Joshua-Gojer, & Huang, 2018). President John F. Kennedy's establishment of the President's Committee on Equal Employment Opportunity in 1961 marked a pivotal step toward eradicating discrimination in government employment. The Civil Rights Act of 1964 extended existing efforts which fought against discrimination in multiple areas of society. The movement for workplace diversity has developed through the implementation of equal

employment opportunity policies which created new paths for organizational diversity. Initiatives like the Green Cards program scrutinize applicants' skills and educational qualifications before entry, contributing to a more diverse workforce. Similarly, Canada's Visa lottery program incentivizes diverse backgrounds by allocating higher points to applicants from varied backgrounds, thereby enhancing their chances of selection (Allen, Joshua-Gojer, & Huang, 2018).

Observations from Africa as a continent indicate substantial progress in recognizing and appreciating the importance of inclusivity as many organizations from both the public and private sectors are considering employees from diverse backgrounds. This recognition strives to leverage the synergies arising from a highly skilled and multifaceted workforce (Owolabi & Tijani-Adenle, 2022). The African workforce has developed through its expansion which brought in new international experts who brought their unique abilities to the continent (Mlambo & Adebaba, 2020). However, Africa still grapples with challenges in wholeheartedly embracing workforce diversity, largely stemming from the marginalization of specific communities and social groups.

René, Horvath, and Mayr (2021) also noted that in Ghana, there has been birthplace diversity, clannism, and productivity spillovers in firms, affecting their performance. Policies for managing workplace diversity in multicultural countries such as Nigeria that were meant to ensure that there was inclusion at work environment notwithstanding the ethical differences, culture, race, clan, gender, or clan, among others, have been not well executed as much as these were there, and this continues to manifest in disproportionate appointments, promotions, and nominations within the highest echelons of government (Ekejiuba, Muritala, and Nwoye, 2023).

In Uganda, the SIGI Country Report 2015 highlighted that although the government has achieved much in gender inclusion in the public service, as depicted based on the quantity of women occupying high-ranking positions in government, Ugandan women are now faced with a more complicated challenge of clannism as women in leadership secure employment only for their clan and kinsmen in their dockets (OECD, 2015). The situation in Rwanda remains different as clans are not focused on getting public job appointments due to the spirited efforts by the government to fight ethnicity that are blamed on the Rwandan genocide that saw one ethnic community turn against the other, killing hundreds of thousands (Eramian, 2019).

Kenya, a nation comprised of diverse ethnic groups, underwent a centralized government structure for almost half a century until the 2010 constitution was implemented. The previous centralized system led to political and economic marginalization for many ethnic communities, favoring specific groups and causing inequalities in both economic opportunities and political benefits (Njagi, 2020). Consequently, certain ethnic groups faced high unemployment rates due to an economic system heavily skewed in favor of a few dominant ethnicities (Babuji, Ertug, and Shaw, 2020). This created disparities among ethnic groups and distanced them from decision-making centers.

The 2010 Constitution introduced a devolved governance model, establishing 47 semi-autonomous county governments, a shift away from the highly centralized structure (PSC, 2018). This devolved system aimed to address patronage and ethnic favoritism in governance. In several counties, previously marginalized ethnic groups now form majorities, allowing them to shape policies and legislation beneficial to their social and economic needs. Devolution was perceived as an institutional tool for the political integration of ethnic communities, however the opposite has been witnessed in the recruitment of staff to public service at county level (Nyabira & Ayela, 2021). Therefore, in a number of counties, the workforce is dominated by the larger clans or the governor's clan. Currently, especially at the county level and in major public institutions, clannism has been seen to influence workforce selection as leaders pick persons from their clan to fill key lucrative positions (Purdul, Thinguri, and Muiru, 2019).

Mandera County in Kenya's northeastern region is predominantly inhabited by the ethnic Somali group, characterized by a diverse range of clans (ICPALD (2023)). Despite ethnic homogeneity, recruitment practices within Mandera County reveal concerns about adherence to legal frameworks and fair community representation in public sector employment. According to a 2023 NCIC report, 93.5 percent of Mandera County employees were ethnic Somali, indicating non-compliance with ethnic diversity regulations. Moreover, the recruitment practice within the county government heavily favor specific clans among the Somali ethnic groups as evidenced by a 2020 report of Public service, Cohesion and Integration committee on Mandera County Public Service Board Annual Activities presented in the Mandera County assembly. In the report, the Garre clan secured 74% percent of the 505 new positions within the county that year. This skewed allocation of opportunities fosters a sense of exclusion among other clans hence a threat to harmonious coexistence of communities in a county where clan dynamics strongly influence social, political and economic spheres and clan conflict is prevalent While numerous studies have explored ethnic and other diversity factors influencing Kenya's public sector employment, they have not examined socio-political impact on workforce diversity in Mandera County. Additionally, as much as Abdi (2019) and Wachira (2022) studies identified clannism, political patronage, and competition over resources as key contributors to inter-clan conflicts in Mandera County, they were not focused on how socio-political networks influence workforce diversity. This study therefore focused on how socio-political networks (clan affiliations, political party networks, gender factors and educational level) influence workforce diversity in Mandera county, Kenya.

Statement of the Problem

The Kenyan Constitution in Article 232(h) emphasizes the need for all communities in Kenya to be included in public service. Similarly, Section 65(1)(e) of the County Governments Act (2012) mandates that not less 30% positions arising in the county need to be given to individuals considered from the county's minority community. The public and private sectors in Kenya

continue to use ethnic-based exclusion which affects their recruitment and selection processes despite existing legal protections (Simson, 2019).

Public employment in many counties remains restricted to dominant groups or sub-groups that usually support the current governor(Njagi, 2020). Ethnic and Diversity Audit Report 2023 National Cohesion and Integration Commission NCIC found that 10 of Kenyas 43 ethnic groups control 895 county jobs while the remaining 33 communities share 10 of the available positions. The investigation discovered that 34 counties including Mandera had failed to meet the necessary requirements for maintaining ethnic diversity. The Mandera County Public Service Board 2020 report showed that 76 of 505 newly established county positions went to Garre clan members.

Abdi (2019) showed that clannism and political patronage along with resource competition act as primary factors which drive inter-clan conflicts in Mandera County. A related study by Hasan (2018) on the impact of inter-clan disputes on socio-economic progress in Mandera North Sub-County highlighted political and resource-based conflicts as the most significant challenges. Also, a study by Purdul et al. (2019) found that clannism had a greater influence on institutional leadership in rural counties like Kajiado than in cosmopolitan areas.

Although devolution was intended to enhance inclusivity, equitable resource sharing, and access to opportunities at the grassroots level, skewed allocation of jobs and favoritism along clan and political lines have undermined these objectives(Omamo,2022). This fosters exclusion, reduces staff diversity, and threatens social cohesion, particularly in ethnically fragile counties like Mandera.

While several studies such as Abdi (2019) and (Omamo (2022) examined ethnic diversity and public sector employment in Kenya, limited research has specifically addressed the influence of socio-political networks on employee diversity in Mandera County. This research, therefore, sought to investigate the socio-political impact on workforce diversity in Mandera County, Kenya.

Objectives of the Study

To examine the clan affiliations influence on workforce diversity in Mandera County.

REVIEW OF LITERATURE

This section deliberates on an overview of the existing literature pertinent to the variables examined in this study. It presents theoretical review, empirical review, and conceptual framework adopted by the research.

Theoretical Review

The study utilized Social Identity Theory.

Social Identity Theory

Henri Tajfel first developed Social Identity Theory in the early 1970s, later expanding it with John Turner. The theory describes the manner in which individuals obtain a sense of identity and self-esteem from their affiliation with social groups, and the manner in which this group identification affects attitudes and behaviors towards others. Tajfel argued that Individuals classify themselves and others into various social groups. such as clans, political affiliations, or gender leading to the formation of in-groups and out-groups. This categorization often results in in-group favoritism, bias, ethnocentrism, and intergroup competition (Tajfel, 1974; Hogg, 2006).

Social Identity Theory further explains that individuals adopt a self-concept based on their group membership. As a result, comparisons between groups carry emotional and psychological significance, and perceived threats to one's group are interpreted as threats to one's own identity (Smith, 1999). Through the process of social categorization and comparison, people tend to associate with those who are similar to themselves, forming cohesive in-groups while perceiving dissimilar individuals as members of out-groups. It encourages loyalty, group solidarity, and the process of succession but carries the dangers of discrimination and exclusion.

Social Identity Theory will be useful when applied in the present research as a way to make sense of the dynamics of clans, political affiliations, educational background, and gender identification. It suggests that the people in power prefer hiring those affiliated with them socially or politically, thus creating in-groups and possibly decreasing workplace diversity. Thus, those leading a clan or being close affiliates of the county's political leaders would rather choose those with a shared clan affiliation, political beliefs, or gender identity. Consequently, Social Identity Theory informs this research by explaining how group identification and social categorization shape employment decisions and contribute to patterns of workforce diversity within the county government.

Empirical Review

Workforce Diversity

Workforce diversity has been known to affect workforce performance across many sectors. In the USA Oshin, Ayanleke and Olawale (2022) evaluated the effect of workforce diversity on employee performance at Toyota of Bowie, United States of America and established employee performance is influenced by workforce diversity and recommended, among others, that organizations should formulate policies that encourage employees, as this will create a wide pool of knowledge within the organization, thus enhancing organizational competitiveness.

Qasim (2023) conducted a study on the Effect of Workforce Diversity on Employee's Job Performance in Jalalabad, Afghanistan. The study through an evaluation of empirical data on Education Sector in Jalalabad, Afghanistan established that gender and age diversity, organizational tenure diversity and cultural diversity significantly impacted performance of staff

in the education sector. The study suggested that there is need for proper policy directive in how to manage these diversities.

Hapompwe, Mulenga, Siwale and Kukano (2020) assessed the critical diversity factors at Zambia Compulsory Standards Agency in the capital city of Lusaka. The research used a case study that administered questionnaires for gathering data from the participants that included management staff at various levels. Results indicated that Age, Education and Gender Diversity were critical workforce diversity factors that could affect the overall workforce performance in the organization.

In Kenya, Nguta (2024) conducted a study on the impact of managing workforce diversity on employee performance within state corporations in Kenya. The descriptive cross-sectional survey study was conducted in National Museums of Kenya and focused on the employees at at the NMK head offices. The study sampled 110 respondents from 550 employees at various personnel levels. The research based on the data gathered from the questionnaires indicated that gender, age, ethnicity, and education all demonstrated significant and positive effects on staff performance. The findings underscore the significance of fostering diversity in the hiring process, as it leads to improved performance.

Clan Affiliation Influence and Workforce Diversity

Clan remain one of the challenges that continue to affect recruitment of staff in various regions of the globe. This has not only affected the recruitment of staff but also their composition Chi (2023) investigated how recruitment managers navigate societal standards and the anticipated bias in recruitment and selection procedures in USA. By integrating concepts from institutional theory and network analysis, the author formulates a collective viewpoint on preferential treatment, framing it as a social expectation that requires management. The author further posits that the communal relationships between managers and people looking for jobs influence the interventions employed by organization leaders to address this objective. The research tested these hypotheses through a factorial survey examining the impact of clan on staff employment and selection practices in Kazakhstan. The findings validate the role of communal ties as precursors to the managers' initiatives adopted to manage ethnic preferences. Interestingly, the findings also indicate that the said initiatives are primarily autonomous of the actual recruitment deliberation by managers. This research improves the comprehension of favoritism by highlighting the proactive managers duties from specific clans extending favors to their clans' men

Dávid-Barrett and Fazekas (2020) also evaluated partisan bias in public procurement amidst grand corruption and governmental transitions. The study employed innovative big data technique, the study established that recruitment of critical government position are being influenced by family and clan association in Hungary and the United Kingdom highlighting how favoritism continue to be common challenge especially where lucrative position in major institution is

concerned. However, the extent to which it has affected workforce diversity differs from one country to another. Additionally, the study also established that while such practices are quite common, quantifying the degree of partisan favoritism remains challenging, and the circumstances that allow it to thrive are insufficiently explored.

Another study by, Liu, Zhu and Wang (2023) assessed how organization can manage the negative impact of favoritism on workforce diversity in China. The HRM plays a significance role in attaining employee diversity in Chinese major industries. The study used two-wave surveys conducted with 203 employees from different organizations in China and ascertained that clan, family and association favoritism affect workforce diversity in China. The findings indicated that the perceived diversity within the workforce had a positive correlation with clan or family association with the top management in the covered organizations. Additionally, the total number of single clan from a specific tribe, clan or family was associated with the persons in the highest positions in the organizations covered by the study.

Another research by Joshi and Mehta (2022) assessed the influence of social networks on workforce diversity in Indian Organizations. The evaluated how clan networks on workforce diversity in Indian local government and government agencies. The study employed descriptive study methods that used quantitative techniques that included structured surveys to collected the necessary data. The findings confirmed that clan-based networks significantly influence recruitment practices, often leading to a lack of diversity as hiring may favor candidates from similar social or familial backgrounds and organizations with strong clan-based networks tend to have less diverse workforces, with a tendency to perpetuate homogeneity in the workplace.

A study by Ayentimi, Burgess and Brown (2022) also evaluated Human Resource Management in post-colonial societies. The study evaluated the obstacles to the progression of human resource management practices in Ghana. The reaserch through descriptive research approach used questionnaires to collect the necessary data on cultural convictions and presuppositions that include a esteem for social standing, influence, and governance, the participation of religious institutions in business activities. The results indicated that predominance of major tribes or clans had a considerable impact on the labor force composition and diversity in Ghana. The research also advised that there is need for more inclusivity in the recruitment and the selection of public organization workforce,

In Nigeria, Tamunomiebi and Ehior (2019) assessed diversity and ethical issues in the organizations. The focus was on diversity and ethical considerations within an organization. This study was descriptive and utilized secondary data gathered from various published works by research works, including working papers, periodicals, books, journal articles, conference papers, working papers, and websites that explore literature related to organizational diversity and recruitment better practices. The study established that although recruitment guidelines are clear,

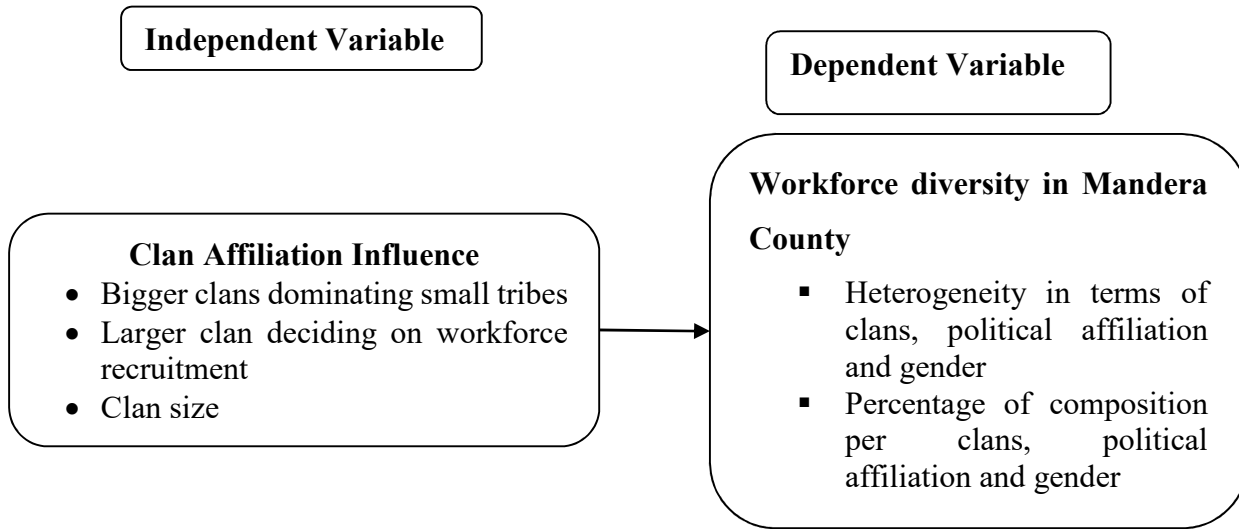
management sometimes modifies certain procedures as the management, through favoritism, employs their clansmen or friends in organizations.

Lastly, another study by Ombanda (2019) explored impact of nepotism on individual job performance within both public and private sectors in Kenya. The study sampled 357 respondents from various public and private institution and questionnaires were used in gathering the required participants' data on the effects on personal work execution within both public and private sectors. The study employed deductive method was employed to develop the conceptual framework, leading to the formulation of a hypothesis, which was subsequently assessed through SPSS. The hypothesis was evaluated through Correlation and Regression analysis. The results indicated that nepotism and favoritism did not only affect inclusivity and workforce diversity but also had a significant negative affect on work execution of employees in private institutions in Kenya.

Another research by Purdul, Thinguri and Muiro 2019) examined how clannism impacted institutional leadership in non-government high schools located in Kajiado County. The study utilized a mixed study methodology and employed a concurrent triangulation design. The study sampled 185 respondents from a target population consisted of 783 participants that include public school principals and their deputies, teachers and education officers. The study used questionnaires, interview guides, and document analysis checklists that were utilized in data collection for both quantitative and qualitative data. Both descriptive and inferential analysis were utilized for quantitative data analysis while thematic analysis based on the study objectives was utilized in the assessment of qualitative data. Findings indicated that in most cases the school heads employ people from their tribe and sometimes even from their clans.

Wachira (2022) conducted a study on the effects of political control by clan fueling conflict in Mandera county. Research employed descriptive research design and used qualitative methods to interview from key informants from the affected area on the effect of political control by clan fuel conflict in in County Government of Mandera county. Findings showed that when the Garres won highest number of seats in county government of Mandera County in 2013 elections after forging a political alliance with Murule clan in the county, the Degodia were worried that most of the employment opportunities at the county was then taken away by the Garres and Murule.

Conceptual Framework



RESEARCH METHODOLOGY

The research utilized a descriptive research design. This method was used as the research sought in explaining what, where, when and who concerning the research variables and enabled the researcher to exhibit the characteristics of the selected population and distribute surveys to gather statistical information for evaluation. The research targeted key stakeholders who worked in Mandera County administration and community leadership positions. The research areas included County Human Resource Management staff, County Public Service Board staff, county-level employees and sub-county staff. The study included leaders from the Council of Elders together with religious leaders and local community leaders. These respondents were selected because they possess relevant knowledge and experience regarding the social-political factors influencing workforce diversity in Mandera County, Kenya, and were therefore well positioned to provide reliable and informed responses. In total, 96 respondents constituted the study population and were drawn from all the constituencies of Mandera County, namely Mandera West, Mandera South, Banisa, Mandera North, Mandera East, and Lafey.

The study employed a census sampling method, which ensured that all the 96 participants in the target population were involved in the research. A census sampling method involves the assessment or analysis of the entire population or universe and provides a comprehensive listing of demographic segments or collectives based on specific attributes (Nardi, 2018). The research focused on the entire target population, treating all the identified respondents as the study sample. Therefore, collection of data involved 96 respondents from specified groups, which included County Human Resource Management employees, County Public Service Board employees, County employees, and Sub-County employees in Mandera County. These participants were

selected because they possessed relevant information on the socio-political factors affecting workforce diversity in Mandera County, Kenya. In addition, the study included selected leaders from the Council of Elders and religious leaders within the area to provide further insights into the socio-political dynamics influencing workforce diversity.

The research utilized primary data and secondary data sources for its research. The researchers obtained primary data through their initial contact with study participants. The researchers collected data from structured questionnaires which they distributed to County Human Resource Management employees and County Public Service Board employees and County employees and Sub-County employees in Mandera County. The research team used an interview guide to gather qualitative data from essential informants which included members of the Council of Elders and the county's religious leaders. Secondary data were obtained from relevant academic journals, publications from public organizations, and reports from various government agencies.

Following the collection of data, the gathered questionnaires were organized to confirm that all questions have been addressed. Subsequently, data cleaning and coding occurred prior to entering the data into the SPSS software for processing and manipulation. The analysis employed both descriptive and inferential statistics in accordance with the descriptive design utilized in the research. Descriptive statistics provided insights into the relationships among the variables being examined while inferential statistics were employed to analyze and model the relationships among the variables being examined, utilizing measures such as frequencies, percentages, means, and standard deviations served as the descriptive statistics as Pearson correlation and linear regression was used as the inferential statistics. Pearson correlation was informed on the relationship between study variables while multi-linear regression established a linear correlation between the variables being examined.

RESEARCH RESULTS AND FINDINGS

The study sampled a total of 96 respondents drawn from key administrative and community leadership structures within the research area. The study recorded a response rate of 97.2% for the questionnaires and 87.5% for the key informant interviews, with data saturation achieved after 21 out of the 24 targeted interviews. The overall response rate was 94.8%, which is considered highly satisfactory for social science research.

A review of demographic data on gender revealed that 57.1% of participants were male and 42.9% of participants were female. Researchers used this variable to evaluate sample gender distribution and to determine whether the study included perspectives from both male and female participants, which represents a crucial aspect of assessing workforce diversity and inclusivity in the county. Data on age distribution of respondents indicated that 22.9% of participants aged between 20 and 29 years while 47.1% of participants aged between 30 and 39 years and 21.4% of participants aged

between 40 and 50 years and 8.6% of participants aged above 50 years. Most respondents therefore fell within the 30–39 age bracket. The variable needed to exist because age impacts both work experience and institutional knowledge and employee views about diversity and socio-political matters in the county workforce. Data on education levels attained indicated that 10.0% attained secondary education; 22.9%, certificate/ diploma education; 62.9%, university education; while 4.3% were post graduates. The importance of this variable is that depending on education, how an individual perceives governance, policies, and diversity will vary, making the reliability and depth of their responses vary.

Clan Affiliation on Workforce Diversity in Mandera County

The objective one of the research was to explore the effect of clan affiliation on workforce diversity in Mandera County. Participants were requested to express their degree of agreement with various statements relating to clan affiliation influence in employment. The results are presented below.

Descriptive Analysis on Clan Affiliation

The researchers aimed to study how clan affiliation affects workforce diversity in Mandera County. The respondents showed their agreement level with multiple statements which described how clan affiliation affects employment. The results of the study work show the following findings.

Table 1: Clan Affiliation

Clan Affiliation	N	Mean	Standard Deviation
Most of the employment slots in the county are taken by bigger clans	70	4.49	.737
Job interviews by applicants from smaller at the county are just a formality since the slots are always already allocated to the applicants from the dominant clans	70	3.40	.984
Larger clan makes all the decision on all issues at the disadvantage of the less dominant clans	70	4.41	.925
The determination of who get employed by the county government is made by the dominant clans	70	3.44	1.030
Dominance of the major clans negatively influence workforce inclusivity is	70	4.29	1.079

Source Field Study (2025)

The results indicate strong agreement among respondents that clan dominance significantly affects employment opportunities within the county. Many participants strongly agreed that the majority of employment opportunities are taken by larger clans (Mean = 4.49; SD = .737). Similarly, respondents agreed that larger clans make most key decisions at the expense of smaller clans (Mean = 4.41; SD = .925). There was also strong agreement that the dominance of major clan negatively affects workforce inclusivity (Mean = 4.29; SD = 1.079). Although the level of agreement was comparatively moderate, respondents still indicated that job interviews for applicants from smaller clans are often a mere formality because positions are already allocated to

members of dominant clan (Mean = 3.40; SD = .984). Likewise, respondents agreed that employment decisions are largely determined by dominant clans (Mean = 3.44; SD = 1.030).

The pointed out that clan rivalry and dominance remain prevalent in the county and significantly shape employment patterns. The results imply that recruitment processes are often influenced by clan considerations, with dominant clan controlling most employment opportunities, while smaller clans remain underrepresented.

Regression Analysis of Clan Affiliation

To find the statistical significance of clan affiliation on workforce diversity, regression analysis was conducted as presented below.

Table 2: Clan influence on workforce diversity in Mandera county, Kenya

Model Summary			
Model	R	R Square	Adjusted R Square
1	.648 ^a	.420	.411

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.791	1	10.791	49.214	.000 ^b
	Residual	14.911	68	.219		
	Total	25.702	69			

a. Dependent Variable: Work Force Diversity

b. Predictors: (Constant), Clan Influence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.257	.519		.496	.027
	Clan Dominance	.902	.129	.648	7.015	.000

The of coefficient determination (R Squared) of .420 indicates that clan affiliation accounts for the 42.0% of the work force diversity in Mandera County. The other 58.0% can be explained by other factors other than Clan influence.

The Analysis of Variance (ANOVA) test was also used in the study to determine the statistical significance of the regression model. The results of the ANOVA test show a p-value of less than 0.05 (Sig=.000<.05), indicating that the model presented above holds statistical significance in elucidating the relationship between Clan influence and variations in the Work Force Diversity in Mandera County. Further, the model was statistically appropriate in testing the link between Clan Influence and variations in the Work Force Diversity in Mandera County (F=49.214; 1, 68).

Following the coefficients in Table 4.10 above, the regression equation that is produced is:

$$Y = .257 + .902X_1 + e$$

Indicating that a one-unit increase in clan dominance results in a 0.902 unit change in workforce diversity. The results further show that clan influence is statistically significant ($\beta = .648$; $p < .05$), confirming that it has a strong effect on workforce diversity in the county.

The qualitative findings confirmed the quantitative results. The research studies provided better understanding of how clan membership affects workforce diversity in Mandera County. Interview participants from the county government demonstrated that they believe clan dynamics control their access to employment opportunities. The respondents showed that dominant clans control the recruitment and appointment processes which results in unfair representation of minority clans.

Participants reported that members of smaller clans encounter systemic barriers when seeking employment because they consider recruitment processes to be opaque and unfair. The interviewees reported that formal interview procedures establish an appearance of legitimacy which organizations use to implement their already established hiring decisions that they made before the competitive process. The perception of this practice leads to distrust in recruitment systems that use merit as their basis which results in decreased trustworthiness of the institution.

One respondent noted:

“..... people from smaller clans face difficulty in securing employment in Mandera County; therefore, a different strategy needs to be established, even if it is legislation, so that everybody in the county, including non-locals, gets a fair share of county resources...” COE001

The response demonstrates the need for better institutional protections which require both legislative changes and policy development to achieve equal access to county resources. The study shows that employment functions as an administrative task while it serves as a way to allocate political and economic power to different groups in society.

Another participant observed:

“.....except the Garre, who are the majority clan and have produced the governor since the inception of devolution, the rest of the clans are underrepresented in the county workforce, including the Corner Tribes, Murule, and Degodia.” RL001

This statement alludes to a possible link between leadership and representation in terms of work, thereby implying that if one rules from above, then he might get some advantage over his family as far as administration is concerned. The mention of specific clans demonstrates the hierarchical nature of representation in the public sector in the county.

Similarly, respondents pointed out that senior administrative and departmental leadership positions are largely occupied by members of the largest clan:

“.....the departmental heads and other senior position holders in Mandera County hail from the largest clan in the county, leaving little room for members of other clans to occupy these positions.....” RL001

The statement shows that vertical power concentration creates horizontal departmental power imbalance and vertical power gap between organizational levels because decision-making positions are held by a minority group. The county public service will create permanent exclusionary practices while establishing patronage networks if current patterns continue without change.

The qualitative findings showed that clan affiliation acts as an unofficial yet strong social-political network which determines employment prospects for people in Mandera County. The narratives show people are worried about fairness, merit-based systems, openness of information, and community unity.

The findings show that clan membership creates a strong impact which researchers can measure and assess through the statistical results of their study. Clan affiliation explains 42% of workforce diversity variation according to an R^2 value of 0.420 while the regression coefficient ($\beta = .648$; $p < .05$) shows that clan dominance functions as the main predictor of employment results. The current research shows a major impact on social science studies because clan structures operate as the main factor which determines how public sector units in devolved areas throughout Kenya select their employees.

The research results established through quantitative data and qualitative interviews show that public employment practices follow a consistent pattern of clan-based dominance. Respondents overwhelmingly agreed that major employment opportunities are controlled by larger clans (Mean = 4.49), that decision-making structures are dominated by these clans (Mean = 4.41), and that such dominance negatively affects workforce inclusivity (Mean = 4.29). The research demonstrates that public employment processes operate under social and cultural power structures which give advantages to dominant clan groups instead of following a system of merit-based evaluation. The research shows that the process of interviewing exists as a compulsory procedure which does not deliver actual fairness according to the findings that people believe interviews serve as mere institutional requirements (Mean = 3.40).

Indeed, empirical evidence shows that the Garre clan monopolizes employment in the county, accounting for 69% of employment opportunities in the entire county and 71% of leadership roles (Job Group P and above). This leaves little space for other clans, such as the Murule, Degodia, and Corner Tribes, illustrating an obvious case of the dominance of ethnic interests in public employment in the region. Indeed, such a situation fits within the framework of "ethnic capture" of state institutions by the victors of ethnic conflict, where an ethnic majority reinforces its power and domination after winning (Cheeseman et al., 2016; Kanyinga & Long, 2018).

The research outcomes support existing theoretical frameworks which explain how Neopatrimonialism and Patron–Client relationships function in African governance systems. Bratton and van de Walle (1997) describe neo-patrimonial systems as systems which combine formal bureaucratic institutions with informal networks that use loyalty based on kinship and ethnicity. Public office in these situations serves as a tool for rewarding faithful followers which results in the loss of institutional fairness. The authors of Dávid-Barrett and Fazekas (2020) claim that privileged treatment and favoritism in public procurement processes and hiring practices serve as fundamental methods through which political leaders hand out advantages to their affiliated groups. The Mandera case demonstrates how a specific local adaptation of this pattern operates because clan loyalty serves as the main standard which determines how resources get distributed.

Recent research proves that identity networks create a direct relationship which leads to organizational control. Liu, Zhu, and Wang (2023) reveal that organizations with leaders who share strong kinship bonds or clan ties tend to use discriminatory hiring methods which restrict their ability to create diverse teams and drive organizational progress. Social identity theory (Tajfel & Turner, 1979) explains this phenomenon because it states that people protect their social standing and group identity by showing preference for members of their own group. The dominant clan in Mandera County believes that its members should control public employment because they view it as their political right and as a tool to maintain their economic power.

The research results also match the findings of Tamunomiebi and Ehior (2019) which found that favoritism fails to maintain organizational fairness and causes decreased morale for marginalized groups who experience disadvantage and results in decreased institutional effectiveness. The research shows that organizations which adopt inclusive practices experience better outcomes because they gain more diverse viewpoints which help them solve problems and deliver services effectively (Shore et al., 2018; Nishii, 2013). The public institutions which maintain a homogeneous membership system create a risk because they will strengthen exclusionary practices which will decrease public representation and damage public confidence.

The Kenyan constitutional system raises constitutional compliance problems because the findings violate the values established in the Constitution of Kenya from 2010, especially in Article 232 which mandates equal treatment and merit-based selection and representation of all Kenyan ethnic

groups. The continuous control of Mandera's public employment system by one clan shows that there exists a difference between constitutional values and how government officials actually operate. Kanyinga and Long 2018 argue that devolution has increased local government access while in certain situations it has solidified ethnic patronage systems at the subnational level.

Senior executive and department head positions demonstrate higher hierarchical rank because they belong to one family. The existing structure prevents minority clans from ascending while maintaining their exclusion from the system. Research on representative bureaucracy (Meier & Nicholson-Crotty, 2006) suggests that when public institutions fail to reflect social diversity, policy responsiveness and citizen trust may decline, particularly among marginalized communities.

It becomes apparent from the above insights that feelings of marginalization prevail and that there is a requirement for policies and legislation to be introduced to ensure equal opportunity for all individuals. The insights discussed above serve to illustrate the statistics with lived experiences and perspectives of underrepresented groups in organizations. Even if marginalization results from personal perception in some cases, it affects the organizational atmosphere, engagement of workers, and relationship between different social groups.

From the results obtained in this research study, it is clear that dominant clans determine hiring, promotion, and career development processes in organizations. As such, the process excludes inclusiveness principles and contradicts the principles of the Kenyan Constitution promoting meritocracy and equality within the context of its devolved government structure.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

This study concludes that workforce diversity in Mandera County exists because clan ties and political favoritism and gender discrimination and educational gaps control hiring practices more than merit-based evaluation methods. The study findings show that workforce diversity depends on more than individual qualifications because social and political systems and cultural practices and institutional discrimination create systemic barriers. The implementation of essential systems for achievement needs to develop all-inclusive strategies which foster merit-based advancement and equal opportunities for both genders and all tribal and community groups.

Recommendations for Policy and Practices

The above results show that diversification of the workforce in Mandera County is mainly driven by socio-political networking elements such as clan relations, political affiliation, gender, and educational background. Recommendations to increase inclusiveness and fairness are as follows:

The County Government of Mandera needs to implement strategic measures to reduce clan dominance in employment. The organization must strictly follow all employment regulations and national and county employment policies and guidelines to achieve inclusive hiring that provides equal opportunities to qualified candidates from all clans. The recruitment and promotion processes need to adopt unbiased selection methods while providing diversity training to eliminate unconscious clan-based bias.

The existing gender gaps in society continue to exist because women face institutional barriers which block their access to leadership positions and professional employment. The County government of Mandera should fully implement the constitutional two-thirds gender principle and other affirmative action policies. The organization needs to establish leadership development programs and mentorship programs and implement gender-sensitive workplace policies which will help women from underrepresented backgrounds and border communities to achieve their goal of entering the workforce.

Education level continues to limit access to formal employment, especially among marginalized clans, women, and remote communities. The government needs to invest in education system which provides accessible education and skills training and adult education programs to create equal opportunities for all citizens. The county authorities must provide assistance to help historically excluded groups complete their documentation and certification processes which will enable them to meet employment requirements.

The need exists for both educational awareness programs and cultural transformation efforts. The exclusionary practices find their foundation in socio-cultural norms which include both patriarchal traditions and clan-based favoritism. The community needs to conduct sensitization campaigns together with diversity awareness programs which will demonstrate the importance of inclusive employment. The county leaders together with civil society organizations and educational institutions need to work together to change existing attitudes which prevent women and marginalized clans from accessing opportunities.

Finally, it is important to establish effective monitoring and evaluation systems. In order for meaningful change to be made, Mandera County needs to establish systems that will ensure monitoring of diverse workforces based on clans, gender, and education level. This will assist in identifying any gaps that may exist and taking corrective measures. Through such a system, the socio-political barriers will be addressed effectively.

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