

MOTIVATIONAL STRATEGIES AND EMPLOYEE PERFORMANCE IN COUNTY GOVERNMENTS IN KENYA

A Case Study of Garissa County

Amin Bille Abdullahi¹ and Francis Macharia^{2*}

¹ Master of Development Studies Student, Management University of Africa, Nairobi, Kenya

² Management University of Africa, Nairobi, Kenya

*Corresponding author: aminabdullahi98@gmail.com

Co-author email: fmacharia@mua.ac.ke

Open Access | e-ISSN: 3144-2196 | www.nijamss.org | Vol. 1, Issue 2, August 2026 | Paper No. 014

NIJAMSS Page: 374 -384 | Original Research Article | Volume: 01 | Issue: 02 | Received: 28th July 2026 | Published: 31st August 2026

ABSTRACT

Employee motivation is central to productivity, commitment, and effective public service delivery. However, employees in the County Government of Garissa continue to face constraints that include limited training opportunities, concerns about remuneration, inadequate resources, weak communication, political interference, and insufficient recognition. This study examined the effects of employee training needs and remuneration on employee performance in the County Government of Garissa. The study was guided by Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, and Goal-Setting Theory. A descriptive correlational design was used. The target population comprised 184 employees, from whom a stratified random sample of 126 respondents was selected. Data were collected using a structured questionnaire. Of the 126 questionnaires distributed, 97 were completed and returned, yielding a response rate of 77.0%. Data were analysed in SPSS Version 28 using descriptive statistics, Pearson correlation, analysis of variance, and linear regression. Employee training needs had a strong positive association with employee performance ($r = .765, p < .001$), while remuneration had a moderate positive association with performance ($r = .522, p < .001$). In the multivariate model, training was the stronger predictor ($\beta = .329, p = .001$), followed by remuneration ($\beta = .274, p < .001$). The two predictors jointly explained 46.8% of the variance in employee performance ($R^2 = .468$). The study concludes that systematic training needs assessment, continuous professional development, and fair, transparent remuneration can strengthen employee performance and public service delivery. The County Government of Garissa should institutionalise regular capacity-building programmes and remuneration practices aligned with national public-sector guidelines.

Keywords: County government; Employee motivation; Employee performance; Employee remuneration; Employee training; Garissa County; Kenya; Public sector

1.0 INTRODUCTION

Employee performance is a critical determinant of organizational success and effective public service delivery. Globally, organizations increasingly recognize that motivated employees contribute to productivity, innovation, accountability, and institutional competitiveness. Consequently, international organizations emphasize employee motivation as a strategic requirement for sustainable development and organizational resilience (ILO, 2022; OECD, 2023; World Bank, 2022). Motivation refers to the internal and external forces that encourage employees to initiate and sustain effort toward achieving organizational goals while fulfilling personal needs. It significantly influences employee commitment, creativity, job satisfaction, and overall performance, making it a central component of strategic human resource management (Ryan & Deci, 2020; Robbins & Judge, 2022; Yeti, 2020).

Globally, governments have adopted motivational strategies such as performance-based rewards, career development, recognition programmes, flexible work arrangements, and professional development to improve workforce productivity. Evidence shows that organizations investing in employee motivation experience higher engagement, better service delivery, stronger accountability, and increased innovation (OECD, 2023; World Bank, 2022; ILO, 2022).

Across Africa and East Africa, public sector reforms have prioritized employee motivation through performance management, training, career progression, and reward systems to improve governance and service delivery. However, many institutions continue to face challenges such as inadequate incentives, weak performance management, delayed promotions, and limited professional development opportunities that constrain employee performance (AfDB, 2023; UNDP, 2022; EAC, 2023; World Bank, 2022).

In Kenya, the devolved system of government has increased the importance of employee motivation in enhancing county government performance. The government has introduced policies such as performance contracting, competency based human resource management, staff development, and continuous capacity building to strengthen accountability and service delivery. Nevertheless, disparities in leadership, organizational culture, and implementation of motivational practices continue to affect employee performance (PSC, 2023; SRC, 2022; KNBS, 2024; OECD, 2023). Previous studies in Kenya indicate that both financial and non-financial motivational strategies, including employee recognition, promotion, training, career development, and job enrichment, significantly improve employee commitment, productivity, and organizational performance. These findings suggest that organizations achieve better outcomes when they adopt a balanced approach to employee motivation (Omollo, 2020; Wanjala, 2021; Ryan & Deci, 2020; Nduati & Wanyoike, 2022).

Garissa County Government relies on a motivated workforce to provide quality public services. Although efforts have been made to strengthen human resource management through recruitment, training, and performance appraisal, challenges such as limited resources, delayed promotions, inadequate recognition, and restricted career opportunities continue to undermine employee performance. This knowledge gap justifies investigating the influence of motivational strategies on employee performance within County Government of Garissa to inform policy and improve service delivery (County Government of Garissa, 2023; PSC, 2023; KNBS, 2024; World Bank, 2022).

Employee training is recognized as a vital motivational strategy because it enhances employees' knowledge, skills, competencies, and commitment to organizational goals. Although scholars acknowledge debates regarding the effectiveness of training, evidence generally supports its role in improving employee performance and productivity (Ahmad et al., 2021; Riesner et al., 2025).

Employee remuneration remains one of the most important motivational strategies because it directly influences the employment relationship, employee satisfaction, and performance. Competitive compensation systems that consider experience, job responsibilities, and merit help organizations attract, retain, and motivate skilled employees while improving productivity and organizational effectiveness (Rulisa et al., 2023; Kidagisa & Mukanzi, 2021).

1.1 Statement of the Problem

Employee performance is essential for effective public service delivery, organizational efficiency, and the achievement of government development goals. Globally, inadequate employee motivation continues to undermine productivity, innovation, and service quality. The

World Bank (2022), International Labour Organization (ILO, 2022), and OECD, (2023) report that weak motivation systems contribute to low employee engagement, increased absenteeism, poor organizational commitment, and ineffective public service delivery, particularly in developing countries. In Kenya, despite the establishment of devolved governments and substantial investments in human resource reforms, many county governments continue to experience low employee productivity. The PSC, (2023) identifies delayed promotions, inadequate staff development, limited career progression, inconsistent performance management, and weak employee recognition as major factors affecting employee motivation. Similarly, the Controller of Budget (2024) reports that although county governments spend over KSh 170 billion annually on personnel emoluments, service delivery remains inefficient, indicating that increased expenditure has not translated into improved employee performance.

County Government of Garissa faces similar challenges. County reports indicate increasing employee absenteeism, longer service delivery turnaround times, and rising errors in service provision despite existing human resource initiatives. Employees have also reported concerns related to limited training opportunities, inequitable remuneration, delayed promotions, inadequate recognition, and job insecurity arising from administrative and political changes (M'Mugambi et al., 2020; Garissa County Annual Performance Report, 2024; Wambura, 2025). These challenges suggest that employee motivation remains inadequate and continues to hinder organizational performance. Although previous studies have examined the relationship between motivation and employee performance, most have focused on private organizations, national government institutions, or financial organizations using different methodological approaches. Consequently, limited empirical evidence exists on the combined influence of training and development, remuneration, job security, and the work environment on employee performance within county governments, particularly in Garissa County. This study therefore sought to examine the influence of these motivational strategies on employee performance in the County Government of Garissa, with the aim of providing evidence-based recommendations for improving employee productivity and public service delivery.

1.2 Objectives of the Study

1. To determine the effect of employee training needs on employee performance in County Government of Garissa.
2. To evaluate the effect of employee remuneration on employee performance in County Government of Garissa.

1.3 Significance of the Study

This study will be valuable to the leadership of County Government of Garissa, particularly policymakers and the Human Resource Department, by providing empirical evidence on the influence of motivational strategies on employee performance. The findings will inform the formulation and implementation of human resource policies and practices aimed at enhancing employee motivation, improving productivity, increasing job satisfaction, and strengthening public service delivery within the county government.

The study will also benefit other county governments in Kenya by highlighting the importance of effective motivational strategies in enhancing employee performance. The findings will enable county administrations to identify challenges affecting employee motivation and develop appropriate policies and interventions that promote a motivated workforce, improve service delivery, and enhance organizational performance.

Furthermore, the study will contribute to the existing body of knowledge on motivational strategies and employee performance. It will serve as a useful reference for researchers, scholars, and students interested in human resource management and public administration by providing empirical evidence that can support future studies. In addition, the study will identify knowledge gaps and suggest areas for further research, thereby advancing scholarly understanding of employee motivation and performance in the public sector.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

The study is anchored on three complementary theories that explain how different motivational strategies influence employee performance. Goal Setting Theory by Locke (1968) emphasizes that employees perform better when organizational goals are specific, challenging, achievable, and supported by continuous feedback. The theory suggests that motivational strategies such as employee training, remuneration, job security, and a conducive work environment strengthen employees' commitment and ability to achieve organizational goals. Although the theory has been criticized for assuming that all employees possess adequate resources and skills to achieve assigned goals, it remains the overarching theory for this study because employee performance in the Garissa County Government is evaluated against predetermined performance targets (Locke & Latham, 2019; Latham, 2020; McEwan et al., 2020; Robbins & Judge, 2022).

Herzberg's Two-Factor Theory explains that employee performance is influenced by both hygiene factors and motivators. Hygiene factors, including working conditions, supervision, organizational policies, job security, and salary, prevent dissatisfaction, while motivators such as recognition, achievement, responsibility, and career advancement promote higher levels of satisfaction and performance. Despite criticism that the distinction between hygiene factors and motivators may not always be clear, the theory provides a strong foundation for examining the influence of a conducive work environment on employee performance within County Government of Garissa (Alrawahi et al., 2020; Bassett-Jones & Lloyd, 2019; Kurt, 2022; Sachau, 2019).

Maslow's Hierarchy of Needs Theory provides the theoretical basis for understanding the role of job security in employee motivation and performance. The theory argues that employees are motivated when their lower-level needs, particularly safety and job security, are satisfied, enabling them to pursue higher-order needs such as achievement and self-actualization. Although critics argue that human needs do not always follow a fixed hierarchy across different cultures and contexts, the theory remains relevant because employees who perceive greater job security are more likely to demonstrate commitment, loyalty, and improved performance. Collectively, these three theories provide a comprehensive framework for explaining how training, remuneration, job security, and a conducive work environment influence employee performance in the Garissa County Government (D'Souza & Gurin, 2019; Noltemeyer, 2020; Tay & Diener, 2021; Trivedi & Mehta, 2019).

2.2 Empirical Literature Review

2.2.1 Employee Training and Employee Performance

A study by Bastian et al. (2024) researched on the impact of training and discipline on employee performance at Jambi Province in Indonesia. The study employed a descriptive and confirmatory research design involving 60 employees from the Training and Productivity Centre, and data were analyzed using the Partial Least Squares (PLS) technique. The findings established that training significantly enhanced employee skills and job accomplishment, while job skills played a mediating role between training, discipline, and employee performance. The study concluded that targeted training programs improve employee competencies and overall performance. However, the study focused on a single productivity centre in Indonesia, creating a contextual gap since the findings may not be generalized to other sectors or countries.

In Malaysia, Yek et al. (2024) explored the influence of training and development on employee job performance and turnover intention among millennials. The study adopted a descriptive research design using structured questionnaires administered to 307 millennial employees, while data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings revealed that training and development positively influenced employee performance and reduced turnover intention among millennial workers. The study contributed significantly to literature on workforce behavior among millennials. Nevertheless, the study concentrated only on millennials in Malaysia, thereby creating demographic and contextual gaps for studies involving other employee categories and regions.

In Nigeria, Yahuza and Suleiman (2024) examined the effects of training and development on employee performance at A.D. Rufa'i College of Education. The study employed a quantitative research design involving 175 respondents selected from a target population of 312 employees. Data were collected using questionnaires and analyzed using Smart PLS. The findings indicated that training and development significantly enhanced employee performance and organizational effectiveness. The study contributed to the understanding of human resource development in educational institutions. However, the study focused only on an educational institution in Nigeria, limiting the applicability of the findings to other sectors and organizational settings.

A study by Vitali et al. (2024) investigated the effects of training initiatives on employee performance within Tanzania's civil service, particularly at Bukombe District Council. The study utilized a mixed methods approach involving 104 respondents, where data were collected using interviews and questionnaires and analyzed using SPSS and Chi square analysis. The findings established a significant positive relationship between training initiatives and employee performance. The study further supported Goal Setting Theory by confirming that investment in employee training improves productivity and efficiency. However, the study focused on one district council in Tanzania, limiting the generalization of the findings to other public institutions and regions.

In Kenya, Odhiambo et al. (2024) explored the relationship between training and employee performance in the telecommunication industry. The study employed a quantitative research design involving 146 employees, with data collected using standardized questionnaires and analyzed through correlation and regression analysis. The findings revealed that training needs analysis, training methods, and training delivery strategies significantly influenced employee performance. The regression model showed that training variables accounted for 71.4% of the variance in employee performance. The study demonstrated the applicability of training theories within the Kenyan context. Nonetheless, the study focused specifically on the telecommunication industry, creating a sectoral gap for studies in other public and private organizations.

Using Kericho County, Kenya, Kirui and Kemu (2024) examined the effect of employee training and development on employee performance in Level Four Hospitals. The study adopted a descriptive research design involving 132 respondents selected from 198 hospital employees. Data were collected using self-administered questionnaires and analyzed using regression and correlation analysis. The findings established a positive and statistically significant relationship between training practices and employee performance in hospitals. The study concluded that robust training and development programs improve patient care, service delivery, and clinical efficiency. However, the study concentrated only on healthcare institutions, thereby limiting the applicability of the findings to other sectors and organizational environments.

2.1.2 Employee Remuneration and Employee Performance

In Indonesia, Harmen et al. (2024) researched on the influence of remuneration payment on employee performance in Bali Branch. The study targeted 130 respondents to examine the relationship between remuneration payment and employee performance. The findings established that remuneration timelines had a beta coefficient of 0.45, remuneration adequacy had a beta coefficient of 0.40, while rewards and incentives recorded the highest beta coefficient of 0.55. The study concluded that timely and adequate remuneration payments improve employee performance, whereas delayed and inconsistent remuneration payments negatively affect employee productivity. In addition, incentives and extra benefits were found to significantly boost employee motivation and employee performance. The study implied that both public and private organizations should adopt performance-based incentives and allowances to motivate employees. However, the study was conducted within one branch in Indonesia, thus limiting the generalization of findings to other sectors and countries.

In Afghanistan, Sahibzada et al. (2024) focused on the impact of remuneration and recognition on job performance among lecturers at Nangarhar University. The study utilized questionnaires based on a five-point Likert scale to collect data from 210 respondents, while analysis was conducted using SPSS version 27 and Pearson product moment correlation analysis. The findings revealed a moderately positive relationship between remuneration and employee performance, with a correlation coefficient of 0.557. The study established that both remuneration and recognition significantly influence employee job performance. The researchers concluded that recognition and remuneration act as indicators of institutional support and fairness within organizations. The study recommended that organizations should promote a culture of appreciation alongside financial incentives. Nevertheless, the study focused only on university lecturers in Afghanistan, thereby creating contextual and sectoral gaps for other institutions and countries.

A study by Akankpo (2024) examined the effect of compensation on employee performance at Fotozila Africa Limited in Port Harcourt, Nigeria. The study adopted a purposive sampling technique involving all 19 employees across different departments. Data were collected using a two point Yes or No questionnaire and analyzed using frequency counts and percentages. The findings indicated that although some employees acknowledged management sensitivity to employee needs, many respondents expressed dissatisfaction with the prevailing compensation system, irregular salaries, lack of pension schemes, and unfair compensation rewards. The study further established that fair compensation contributes to employee satisfaction and organizational stability. The study implied that compensation should be integrated into broader human resource strategies linked to promotions, professional development, and performance management. However, the study's small sample size and focus on one organization limited the generalizability of the findings.

In Rwanda, Rulisa et al. (2023) investigated the impact of remuneration on employee performance within selected public institutions. The study adopted a descriptive research design involving selected government institutions in Kigali, Rwanda. Data were collected using standardized questionnaires and analyzed using both descriptive and inferential statistics through SPSS version 21. The findings revealed that employees agreed that appropriate and timely remuneration payments significantly improve their work performance and motivation. The study established that remuneration increments positively influence employee productivity and commitment within organizations. The results further showed that remuneration had a statistically significant effect on employee performance since the calculated p value was below the significance threshold. The study recommended the strengthening of performance-based pay systems to reward productivity and efficiency rather than relying solely on tenure. However, the study focused on selected public institutions in Rwanda, creating a geographical gap for studies in other countries and organizational contexts.

In Nyeri County Government in Kenya, Mwangi and Muli (2024) researched on the effect of compensation on employee performance. The study employed both quantitative and qualitative approaches where questionnaires and interview schedules were used to collect data from 197 respondents selected from a target population of 387 employees through stratified random sampling. Data were analyzed using descriptive statistics, regression, and correlation analysis. The findings established a statistically significant relationship between compensation and

employee performance with a beta coefficient of $\beta = 0.585$ and a p value of 0.000, which was below 0.05. The study concluded that compensation positively and significantly affects employee performance within county governments. The findings also supported expectancy theory by demonstrating that employees perform better when they expect rewards from their efforts. Nevertheless, the study concentrated on one county government in Kenya, thereby limiting the applicability of the findings to other public and private sector organizations.

2.3 Synthesis of the Empirical Gap

Prior studies consistently report positive relationships between training, remuneration, and employee performance. However, much of the evidence comes from private firms, universities, hospitals, telecommunications companies, or public institutions outside Kenya. Even Kenyan studies are concentrated in sectors and counties whose organisational and socioeconomic conditions differ from those of Garissa County. The present study addresses this contextual gap by examining training and remuneration together within a devolved county government setting.

Table 1. Summary of selected empirical studies and research gaps

Study | Context and method | Main finding | Gap addressed by this study

Bastian et al. (2024) | Indonesia; descriptive design and PLS; n = 60 | Training improved skills and performance | Single productivity centre outside Africa

Yek et al. (2024) | Malaysia; PLS-SEM; n = 307 | Training improved performance and reduced turnover intention | Focused only on millennials

Vitali et al. (2024) | Tanzania civil service; mixed methods; n = 104 | Training was positively related to performance | One district council outside Kenya

Odhiambo et al. (2024) | Kenyan telecommunications sector; regression; n = 146 | Training explained substantial variation in performance | Private-sector and industry-specific setting

Rulisa et al. (2023) | Rwandan public institutions; descriptive and inferential analysis | Timely remuneration improved motivation and performance | Different national public-sector context

Mwangi and Muli (2024) | Nyeri County Government; mixed methods; n = 197 | Compensation positively predicted performance | Need for evidence from an arid and culturally distinct county context

2.5 Conceptual Framework

The study conceptualized employee training needs and employee remuneration as the independent variables and employee performance as the dependent variable. Training was represented by training-needs assessment, training methods, and training delivery. Remuneration was represented by salary competitiveness, recognition, legal compliance, satisfaction with the remuneration package, and internal pay equity. Employee performance was assessed through task completion, achievement of targets, contribution to departmental goals, adherence to deadlines, and quality productivity.

Independent variables | Expected relationship | Dependent variable

Employee training needs | Positive influence | Employee performance

Employee remuneration | Positive influence | Employee performance

3.0 METHODOLOGY

3.1 Research Design

The study adopted a descriptive correlational research design to examine the relationship between motivational strategies and employee performance without manipulating the study variables. This design was appropriate because it enabled the researcher to determine the nature and strength of the relationship between employee training, remuneration, job security, work environment, and employee performance while providing a comprehensive understanding of the research problem (Baillie, 2019; Dunleavy, 2020).

3.2 Target Population

The target population comprised 184 employees drawn from nine departments within the County Government of Garissa, including Health, Finance and Economic Planning, Talent and Skills Development, Business and Development Opportunities, Public Participation and Customer Service, Public Works and Mobility, Administration, Urban Planning, and Innovation and Information Communication Technology. These employees were selected because they occupy administrative, technical, and managerial positions that are directly relevant to the study variables and are therefore well positioned to provide reliable information regarding motivational strategies and employee performance.

3.3 Sample Size

A sample size of 126 respondents was determined using Slovin's Formula with a 5% margin of error. The study employed stratified random sampling, where the population was divided into departmental strata and proportionate samples were selected from each department to ensure fair representation and minimize sampling bias. This approach enhanced the representativeness of the sample and improved the reliability of the findings.

3.4 Research Instruments

Primary data were collected using a structured questionnaire based on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The questionnaire consisted of two sections: the first collected respondents' demographic information, while the second measured employee training, remuneration, job security, work environment, and employee performance. This instrument enabled the collection of standardized quantitative data suitable for statistical analysis.

3.5 Pilot Study

To ensure the quality of the research instrument, a pilot study involving 12 respondents from Wajir County was conducted before the main survey. The pilot test helped identify weaknesses in the questionnaire and allowed the researcher to make the necessary revisions. The validity of the instrument was established through content validity, where supervisors and subject experts reviewed the questionnaire to ensure it adequately measured the intended constructs. Reliability was assessed using Cronbach's Alpha, with a threshold of 0.70 or above indicating acceptable internal consistency of the measurement scales (Greener & Martelli, 2020; Wong & Yamat, 2020). The researcher obtained the necessary approvals from the university and the National Commission for Science, Technology and Innovation (NACOSTI) before commencing data collection. Respondents were informed about the purpose of the study, their rights as participants, and the voluntary nature of their participation before completing the questionnaires. Completed questionnaires were collected for coding, analysis, and interpretation.

3.6 Data Analysis

Quantitative data were analyzed using SPSS. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized the data. Pearson correlation and multiple linear regression were used to examine the relationships between employee training, remuneration, and employee performance. The findings were presented using concise statistical summaries and interpretations.

3.7 Research Ethics

The study adhered to established research ethical principles by obtaining institutional approval, ensuring confidentiality and privacy through anonymous coding of respondents, obtaining informed consent before participation, guaranteeing voluntary participation without coercion,

and ensuring fair and respectful treatment of all participants throughout the research process. These ethical measures safeguarded participants' rights and enhanced the credibility and integrity of the study.

4.0 FINDINGS AND DISCUSSION

4.1 Response Rate

Of the 126 questionnaires distributed, 97 were completed and returned, representing a response rate of 77.0%. This response was sufficient for descriptive and inferential analysis.

4.2 Descriptive Findings

Respondents generally viewed training and remuneration as important motivational practices, although the item-level results reveal areas requiring management attention. The reported composite mean was 3.25 (SD = 1.31) for employee training needs, 3.76 (SD = 1.42) for remuneration, and 3.66 (SD = 1.89) for employee performance.

Table 2. Descriptive statistics for employee training needs

Statement | SA | A | N | D | SD | Mean | Std. dev.

Employees understand the skills required to perform their jobs effectively	43%	52%	4%	0%	0%	3.30	1.42
Training methods are sufficiently varied to meet employee needs	54%	40%	6%	0%	0%	4.54	1.55
Training facilities are comfortable and conducive to learning	28%	21%	4%	36%	16%	2.10	1.76
Adequate training enhances employee morale and motivation	43%	51%	3%	3%	0%	4.20	1.16
Contemporary training enables employees to improve their skills and output	22%	40%	3%	25%	10%	2.01	1.26
Composite						3.25	1.31

The strongest responses concerned the diversity of training methods and the motivational value of adequate training. Training facilities and access to contemporary training received weaker ratings, indicating a need to improve infrastructure, delivery platforms, and the relevance of training content.

Table 3. Descriptive statistics for employee remuneration

Statement | SA | A | N | D | SD | Mean | Std. dev.

Salaries offered by the County Government are competitive	51%	40%	7%	2%	0%	2.17	1.37
Exceptional employee performance is recognised	47%	38%	9%	4%	2%	3.10	1.41
The remuneration structure complies with Kenyan labour requirements	54%	40%	6%	0%	0%	4.54	1.47
Employees are satisfied with the remuneration package	55%	40%	3%	2%	0%	4.10	1.64
Employees in the same grade and comparable jobs receive similar basic pay	46%	51%	3%	0%	0%	4.22	1.25
Composite						3.76	1.42

The remuneration findings were generally favourable, particularly regarding legal compliance, satisfaction with the remuneration package, and internal pay equity. Recognition of exceptional performance was comparatively weaker and should be strengthened through transparent, performance-linked reward practices.

Table 4. Descriptive statistics for employee performance

Statement | SA | A | N | D | SD | Mean | Std. dev.

Employees manage time and resources effectively to complete assigned tasks	56%	42%	2%	0%	0%	3.76	1.82
Employees meet or exceed employer performance targets	47%	38%	9%	4%	2%	3.10	1.41
Employee output contributes to team and departmental goals	52%	38%	4%	4%	2%	3.11	1.41
Employees adhere to deadlines associated with assigned responsibilities	44%	50%	3%	3%	0%	4.20	1.16
Employees maintain high output without compromising quality	40%	58%	2%	0%	0%	4.11	1.63
Composite						3.66	1.89

Overall employee performance was rated positively. Adherence to deadlines and maintenance of quality received the strongest scores. The lower ratings for consistently meeting performance targets and contributing to departmental goals indicate opportunities to strengthen performance planning, feedback, and accountability.

Correlation Analysis

Table 5. Correlation matrix

Variable | Employee performance | Training needs | Remuneration

Employee performance	1.000		
Employee training needs	.765**	1.000	
Employee remuneration	.522**	.314**	1.000

Note: $p < .01$ (two-tailed).

Employee training needs had a strong positive and statistically significant correlation with employee performance ($r = .765$, $p < .001$). Remuneration had a moderate positive and statistically significant correlation with employee performance ($r = .522$, $p < .001$). These results suggest that employees report stronger performance where training needs are addressed and remuneration is perceived more favourably.

Regression Analysis

Table 6. Summary of regression results

Model or predictor | R | R² | Adjusted R² | B | β | t | p

Training-only model	.632	.399	.394	.688	.632	8.668	<.001
Remuneration-only model	.575	.330	.323	.644	.575	7.480	<.001
Combined model	.684	.468	.449				<.001
Training in combined model			.458	.329	3.027	.001	
Remuneration in combined model			.407	.274	2.697	<.001	

The training-only model explained 39.9% of the variation in employee performance and was statistically significant, $F(1, 96) = 75.141$, $p < .001$. The remuneration-only model also significantly predicted performance. In the combined model, training and remuneration explained 46.8% of the variance in employee performance ($R = .684$, $R^2 = .468$, adjusted $R^2 = .449$). The overall model was statistically significant, $F(2, 95) = 24.210$, $p < .001$. Training remained the stronger predictor ($\beta = .329$), followed by remuneration ($\beta = .274$).

These findings are consistent with Goal-Setting Theory because employees require suitable skills, resources, and feedback to attain performance targets. They also support Herzberg's Two-Factor Theory: remuneration can reduce dissatisfaction, while development opportunities can promote achievement and professional growth. The results should nevertheless be interpreted as predictive associations rather than definitive causal effects because the study used a cross-sectional correlational design.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Employee training needs and remuneration were both positively and significantly associated with employee performance in the County Government of Garissa. Training showed the stronger statistical relationship and predictive contribution, indicating that employees perform better when the County systematically identifies competency gaps and provides relevant development opportunities. Fair and transparent remuneration also contributes to motivation, commitment, and productivity. Together, the two motivational strategies explained a substantial proportion of variation in employee performance, although other organisational and individual factors remain important.

5.1 Recommendations

The County Government of Garissa should institutionalise regular training-needs assessments and link them to departmental performance plans. Continuous professional development should combine workshops, mentoring, coaching, technical training, and accessible digital learning. Training facilities and contemporary learning resources require particular attention because they received comparatively weak ratings. The County should also maintain a transparent remuneration framework aligned with Salaries and Remuneration Commission guidance and applicable labour requirements. Recognition systems should clearly connect exceptional performance to timely non-financial and financial rewards. Managers should communicate remuneration criteria, promotion pathways, and performance expectations consistently to strengthen perceptions of fairness.

Future research should use longitudinal or mixed-method designs to examine whether changes in training and remuneration precede changes in performance. Studies should also test additional predictors, including leadership, organisational culture, job security, employee wellbeing, technology, and the work environment, across several county governments to improve generalisability.

6.0 REFERENCES

- Abimbola, E. (2021). The impact of staff motivation on the performance of an organization. *Journal of Business*, 22(6), 26 - 32.
- Abror, G. & Muharam, H. (2024). Impact of ultramicro holding on financial performance and business sustainability. *Research Horizon*, 4(4), 47-54.
- Akankpo, E. (2024). The effect of compensation on employee's performance in Fotozila Africa Limited, Port Harcourt in Nigeria. *Journal of Arts, Humanities and Social Sciences*, 2 (6), 97 – 111. .
- Albulena, M. (2021). Impact of motivation and job satisfaction on employee performance. *International Journal of Business Finance*, 2(9) 35-67.
- Alshmemri, M., Shahwan-Akl, L. & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Bassett-Jones, N. & Lloyd, G. (2019). Does Herzberg's motivation theory have staying power? *Journal of Management Development*, 24 (10), 929 - 943.
- Casteel, A. & Bridier, N. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16(1), 339 - 362.
- D'Souza, J. & Gurin, M. (2019). The universal significance of Maslow's concept of self- actualization. *The Humanistic Psychologist*, 44(2), 210 - 214.
- Greener, S. & Martelli, J. (2020). *Introduction to Business Research Methods*, 4th Edition. Ventus Publishing, London, UK.
- Harmen., H., Syahreza, S., Alfahmi, F., Sabastian, A., Kristin, V., Kinanti, A., & Lubis, B. (2024). Analysis of the impact of remuneration payment on employee performance at PT.
- Herzberg, F. (1959). *Work and the Nature of Man*. World Publishing Co., Cleveland and New York.
- Kidagisa, C. & Mukanzi, C. (2021). Influence of employee compensation on employees performance at selected sugar companies in western Kenya. *The Strategic Journal of Business & Change Management*, 8 (2), 133 – 144.
- Kirui, B. & Kembu, A. (2024). Effect of employee training and development on performance of Level Four Hospitals in Kericho County, Kenya. *The International Journal of Business & Management*, 12(2), 206 - 212.
- Kumari, K., Barkat Ali, S., Un Nisa Khan, N. & Abbas, J. (2021). Examining the role of motivation and reward in employees' job performance through mediating effect of job satisfaction: Empirical evidence. *International Journal of Organizational Leadership*, 10(4), 401 - 420.
- Kurt, S. (2022). 'Herzberg's Motivation-Hygiene Theory: Two-factor,' Education Library.
- Makori, E. & Odera, J. (2022). Effect of adjunct lecturers' job security on employee performance: Evidence from Universities in Kakamega County, Kenya. *International Journal of Multidisciplinary and Current Research*, 29(1), 118 - 130.
- McEwan, B. & Breevaart, K. (2020). *Motivating Employees: How to keep employees Happy While Maximizing Productivity*. Kindle Ed.
- Mustapha, E. (2023). Motivation and Its Impact on Employee Performance. *American Journal of Social Development and Entrepreneurship*. 2 (1), 22 – 28.
- Mwangi, M. & Muli, J. (2024). Effect of compensation on employee performance in Nyeri County Government, Kenya. *The Strategic Journal of Business & Change Management*, 11 (2), 212 - 221.
- Nnubia, A. (2020). Monetary Incentives and Employee performance of Manufacturing Firms in Anambra State. *International Journal of Innovative Finance and Economics Research*. 8(4), 10 - 22.
- Omollo, P. (2020). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies*, 5(2), 87-103.
- Tay, L. & Diener, E. (2021). Needs and subjective well-being around the world. *Journal of Personality and Social Psychology*, 101(2), 354 - 365.
- Triansyah, A., Hejin, W., & Stefania, S. (2023). Factors affecting employee performance: A Systematic Review. *Journal Markcount Finance*, 1(3), 150- 159.
- Vroom, V. (1964). *Work and motivation*. New York: Wiley.
- Wambura, J. (2025). A Literature Review on the Influence of Training on Improving Employee Performance. *African Journal of Empirical Research*, 6(1), 554 - 559.

- Yahuza, J. & Suleiman, W. (2024). Effects of training and development on employee performance: Moderating role of leadership style. *International Journal of Intellectual Discourse*, 7(2), 13 - 26.
- Yek, L., Ki, P. & Lim, S. (2024). The influence of training and development towards employee job performance and turnover intention among millennials in Malaysia. *International Journal of Entrepreneurship and Management Practices*, 7 (28), 39-62.
- Yeti, K. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal*, 3(2), 995 - 2001.