Vol. 7, Iss.1 (2026), pp 89 – 106, February 29, 2026. www.reviewedjournals.com, ©Reviewed Journals

BENEFITS MANAGEMENT AND MOTIVATION OF COUNTY GOVERNMENT MANAGERIAL STAFF IN MANDERA COUNTY, KENYA

Ismail Mohamed Maalim & Weldon Kibet Ng'eno, PhD

[1] *MPPA Student, School of Law, Arts and Social Sciences, Kenyatta University, Kenya*
[2] *Lecturer, Department of Public Policy & Administration, Kenyatta University, Kenya*

Accepted: February 8, 2026

ABSTRACT

This research ascertained the connection between benefits management and the motivation of county government managerial staff in Mandera County, Kenya. The research employed a descriptive survey research design and targeted all 86 managerial staff working in the county government of Mandera through a census approach. Data collection was conducted utilizing a structured questionnaire designed to capture relevant information on benefits management and staff motivation. Obtained data was analyzed utilizing both descriptive and inferential statistical techniques. The SPSS was utilized for data analysis. Regression analysis was done to establish the effect of various benefits management strategies on employee motivation. It is anticipated that the study's conclusions would offer insightful information to policy-makers and county government administrators in designing effective benefits management strategies to enhance the motivation and performance of managerial staff in Mandera County. The study came to the conclusion that the total rewards package that combines all aspects offered by the Mandera County government consisting of salaries, bonuses, retirement provisions, and medical insurance is a strong and dependable indicator of the motivation of managerial staff. This conclusion is reached after thorough statistical analysis which involved multiple linear regression. The null hypothesis that stated there is no effect of the benefits package on motivation that is significant from the statistical viewpoint is now firmly rejected. The analysis by the statistical method not only reveals that there is a big and a significant relationship but also states that these four elements make a large part of the variability in motivation levels of the management team. The research recommended that the County Government of Mandera has to take the performance-based reward system of the county to the next level by giving it the utmost priority. The psychological impact of the compensatory package on the employees should be the main concern of the county government. The absolute level of the salary package is one thing, but the employees' discontent with the fairness of the process of determining the increases undermines trust and creates internal equity issues; therefore, the county must develop a fully transparent and consistently applied metrics that will connect individual managerial performance to tangible financial outcomes.

Key Words: *Salary and Monetary Incentives, Non-Monetary Benefits, Retirement and Pension Benefits, Healthcare Benefits*

CITATION: Maalim, I. M., & Ng'eno, W. K. (2026). Benefits management and motivation of county government managerial staff in Mandera County, Kenya. *Reviewed Journal International of Social Science & Humanities*, 7 (1), 89 – 106.

INTRODUCTION

Staff motivation is considered one of the major determinants affecting performance and effectiveness of public institutions especially in decentralized systems of government, where service delivery is done in a decentralized way. Managerial staff have always been put in charge of overseeing operations, implementation of policies, and ensuring efficient governance in such systems (Karia & Wijayanti, 2019). At the same time, these staff members are influenced in their motivation by a combination of factors associated with salary structures, retirement benefits, health care provisions and sometimes non-monetary incentives. This results in poor job satisfaction and low productivity as well as high turnover. There is, however, a wide-ranging recognition among governments that structured benefits management is needed globally to enhance morale and drive service delivery. Inequalities in terms of poor management of benefits are also closely related to lower motivational levels among employees in devolved governments (Aftab, 2020).

South Africa has a decentralized system of government that allows public sector employees to take advantage of medical aid, provide pension contribution under the Government Employees Pension Fund (GEPF), and even have housing allowances. Benefits granted to employees in state governments in Nigeria are largely contributory pension schemes; they also include healthcare and performance-based allowances. These are intended to provide improved satisfaction and motivation for employees in their workspace. Unfortunately, according to Oghojafor *et al*. (2020), inconsistencies in the payment of salaries, poor system management in the provision of retirement benefits, and most importantly, corruption in the whole system of benefit management have severely demotivated employees. They are also related to frequent labour strikes as well as very high turnover rates within the public sector. Reasons given include salary delays and inadequate healthcare provisions. Despite many government's efforts to make this benefit management better, they are still not able to succeed in the areas that seriously affect their general performance (Adewale, 2019).

The devolved system, intended as an improvement on governance and service delivery through the transference of administrative responsibilities from national to county governments, was adopted in the new Constitution of 2010 in Kenya. Employees in county government, specifically, the managerial staff, should provide co-ordination to public services, which makes their contribution towards service delivery and governance more critical in the devolution scenario. However, benefits management is still an emerging concern among these county governments. They provide salaries with pension contributions under the County Pension Fund (CPF) and medical insurance via the National Hospital Insurance Fund (NHIF); but they still face a challenge of delayed salary payments, inadequate pensions, and, most importantly, non-monetary benefits as reported (Mwangi & Wanjiru, 2021). Research indicates that the majority of county employees are unlikely to have job satisfaction due to the inadequate execution of benefits programs, which adversely impact their motivation and performance. Furthermore, disparities in benefits administration across different counties have created inequalities, with some county employees receiving better benefits than others, leading to inconsistencies in service delivery (Wangari & Thuo, 2020).

It is in the northeastern part of Kenya that Mandera County is stationed and the challenges met in motivating its human resource staff are unique owing to its remoteness, ruggedness in harsh working conditions, and a threat to security. Reports indicated that in Mandera County, the employees of the county government are given delayed salaries, inadequate healthcare benefits and a poor pension administration (Abdi & Hassan, 2022). In addition, career development program and housing allowances are also few aspects for nonmonetary benefits, limiting motivation levels among managerial staff. It is important to investigate how benefits management affects the motivation of such employees as they serves a key role in the delivery of public services in terms of strategies to enhance the welfare of employees within the county government context (Munene & Maena, 2021).

Statement of the Problem

Employee motivation is a core factor in ensuring efficiency and productivity in public service, yet it remains a persistent challenge in many county governments in Kenya. Managerial staff can be easily discouraged because of such factors as low wages, inadequate benefits, and lack of professional growth, as they have to run the show and implement government policies (Wambua, 2018). One of the core causes of work discontent and decreased employee productivity in county governments has been identified as poor benefits management, which includes inefficient management of salary, retirement plans, and healthcare benefits (Kuria & Omondi, 2020). Kipkebut (2019) asserts that low job commitment and high turnover rates are the results of the public sector's absence of organized employee perks. Although there are a number of rules in place to increase employee wellbeing, their efficacy and implementation vary from county to county, which raises questions about how well-designed benefits administration may raise managerial staff motivation.

The difficulty of motivating employees in Mandera County is made worse by the county's remote location, lack of funding, and unfavorable working conditions. Service delivery has been adversely impacted by reports of high personnel turnover, late payments, and insufficient non-monetary incentives. Few studies have explicitly looked at the function of benefits management in inspiring managerial workers in the Mandera county government, despite the fact that research on employee motivation in Kenya has concentrated on a number of factors, including leadership styles and the workplace. Since management employees are so critical in the implementation of the public policy and delivery of the public services, it is of essence to consider whether formal incentives such as healthcare coverage, retirement schemes, non-financial awards and salary increments are influential in motivating the management employees.

The impact of pension plans on staff motivation in public service was studied by Smith and Brown (2021), who discovered that well-managed retirement benefits increased job commitment and decreased absenteeism. Other studies have looked at employee motivation in the public sector, such as Kipkebut (2019) on employee motivation in Kenyan county governments, Mutunga and Gachunga (2020) on employee motivation in government institutions, and others. These research, however, did not examine the combined effects of various perks on motivation or concentrate particularly on managerial personnel in county governments. By investigating the effects of several benefits management components, including as healthcare benefits, pension plans, non-monetary benefits, and wage incentives, on the motivation of Mandera County Government administrative staff, this study seeks to close this gap.

Objectives of the Study

- To assess the effect of salary and monetary incentives on the motivation of county government managerial staff in Mandera County.
- To evaluate the effect of non-monetary benefits on the motivation of county government managerial staff in Mandera County.
- To establish the effect of retirement and pension benefits on the motivation of county government managerial staff in Mandera County.
- To ascertain the effect of healthcare benefits on the motivation of county government managerial staff in Mandera County.

LITERATURE REVIEW

Empirical Review

Okoye and Abdol (2024) conducted a study meant to analyze how financial incentives and workplace environment affects employee motivation within an organizational setup. They used Google Forms to collect data and tested hypotheses using multiple regression analysis. Results found that internal communication, organizational culture, and monetary rewards like pay and work allowances strongly influence employee motivation. However, the study has a significant gap in that it is conducted on a private company, which can be significantly different from the public sector particularly regarding county governments. Therefore, the current study aims at filling this gap by determining impact of salary and monetary incentives on motivation among county government managerial staff members in Mandera County, focusing on public sector dynamics.

Liu and Liu (2022) examined the impacts of incentives on the job performance, business cycles, and the population health in the developing nations. Their results revealed that transformative leadership had more influence on the company cycles and performance of organizational roles than the monetary incentives. Financial rewards did play a role but the transformational leadership had a considerable impact on the job performance and population health. One of the limitations of this study is its failure to focus on the managerial staff in the county governments which is critical in understanding how incentives have a direct effect on the workers in the public sector. The current research aims at filling this gap by focusing on the specific effects of pay and monetary rewards on the motivation of managerial staff in the Mandera County, Kenya.

Sureephong, Dahlan, Chernbumroong, and Tongpaeng (2020) studied the impact of various categories of non-monetary incentives on the performance of an employee in a food industrial enterprise in Chiang Mai, Thailand. The research had ninety volunteers, employees, who participated, and it was evident that tangible non-monetary incentives had a greater impact on staff productivity than others. About 60% of participants who were exposed to tangible non-monetary rewards fulfilled all conditions in a Massive Open Online Course (MOOCs), as measured with the application of the VIE (Valence, Instrumentality, and Expectancy) questionnaire. As much as the research has yielded valuable inputs within the domain pertaining to non-monetary rewards in the private manufacturing sector, it has lots of questions especially regarding the applicability in the context of public sectors especially in county governments. The current study seeks that gap by analyzing the influence non-financial benefits like promotion and recognition contribute to the motivation of managerial staff in the public sector within Mandera County's county government.

In the study done by Odhiambo and Iravo (2019), "the main excerption on which nonmonetary incentives rely for the performance of employees in Kenyan state universities, particularly those that were established in 2016 and 2017, primarily Machakos University, Taita Taveta University, and Garissa University, among few others." This study focused on survey research designs for data collection concerning non-monetary incentives and how they affect performance. The key finding was that non-monetary incentives significantly influence performance among public universities in Kenya. However, it should be noted that this research is confined to educational institutions, which have differing organizational networks from county governments. Thus, this present research aims to fill this gap this by ascertaining specific efficacy of non-monetary gains such as healthcare and recognition, on the motivation of managerial staff under the public sector of Mandera County, and so further expand the research to local government staff.

Muema and Ng'eno (2022) evaluated retirement benefits as influencing factors toward the success of Makueni County Public Service in Kenya. The study was underpinned on the social exchange theory. The researchers recruited 376 respondents proportionate stratified random sampling and pulled from the population of 3,679 employees. Data gathering involved a semi-structured questionnaire and utilized both descriptive and inferential statistical techniques, including regression analysis, for the analysis. Results indicated that available retirement benefits explain 45.3% variation in organizational performance. It, therefore, concluded that the retirement benefits significantly correlate with employee satisfaction and performance and ultimately enhance the overall success of the organization. Nevertheless, this research made a broad projection over the whole public service of Makueni County, while it may also differ with the management practices and structures applicable at Mandera County. The current study intends to narrow the gap by specifically assessing how retirement and pension benefits will motivate managerial staff in the county government of Mandera.

Chumbe, ArvinLucy, and Onyango (2024) looked into how employee performance at Kenya's Lake Basin Development Authority (LBDA) was affected by retirement perks. The study was conducted with 139 LBDA employees as the target population, descriptive research method and a regression model were utilized to analyse the data. The research found that the retirement benefits explained 14.0 percent of the variation in the performance of the employees, R-squared of 0.140. As the study results show, an increase in retirement benefits positively impacts the performance of workers. Yet, the analysis was restricted to LBDA, a particular public organization in Kenya, and did not involve the employees of county governments, which might have contrasting working relations and compensation systems. The proposed research will address this gap by concentrating on how the retirement and pension benefits influence the motivation of managerial employees in the county government in Mandera County to gain a better comprehension into the connection between the motivation of municipal government employees and retirement benefits.

A study by Karaferis, Aletras, Raikou, and Niakas (2022) revealed the motivational and work engagement antecedents ascribed upon healthcare professionals in accordance with Herzberg motivation-hygiene theory. The internal and external motivating factors are achievement, recognition, job security, and salary. The research determined that motivating work environment is thus underpinned by the above motivation fostering factors. The study was generic to the whole healthcare system, though informed about employee motivation. Specific pairing benefits like health care and motivation in the county government were not discussed in the study. The study intended to bridge the gap between the effects of healthcare benefits on the motivation of county government managerial employees in Mandera County.

Shafi (2022) carried out research to comprehend the expectations of employees about healthcare benefits and collected the data of employees in different departments by using a standardized questionnaire. The findings indicated that healthcare benefits are of significant importance to employees and they view them as important parts of organizational pay packages. The research discovered that the provision of good healthcare benefits is well-received and highly valued by the employees, who consider them to be a strong motivator. Although the paper has indicated the significance of healthcare benefits to the staff, it did not particularly assess the effect of healthcare benefits on the motivation of the managerial workforce within the public sector. This limitation will be handled by the current study by undertaking a specific investigation on the impact of benefits of healthcare on the motivation of county government managerial staff in Mandera County.

Theoretical Review

Herzberg's Theory

Herzberg proposed the theory in 1959, and divided aspects that influence motivation and job satisfaction into hygienic factors and motivators. Internal factors such as accomplishment, recognition, and personal development affect high levels of job satisfaction and motivation. They may not always motivate the workers, but if not addressed, hygiene factors such as compensation, the organizational policy, workplace conditions, and the relationship between employees and their bosses may raise discontent. Herzberg argued that the existence of hygienic variables does not necessarily lead to motivation or satisfaction, and their absence may lead to dissatisfaction. Conversely when they are available the motivators raise job satisfaction and job motivation.

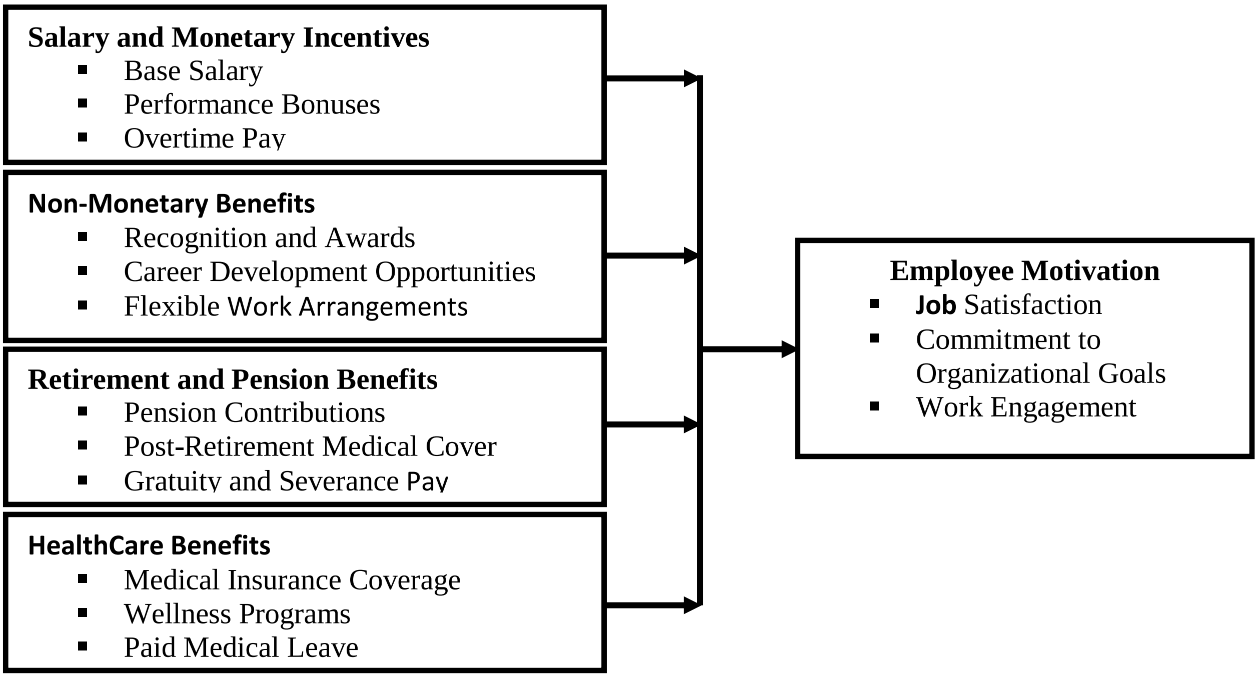
Okoye and Abdol (2024) have concluded that financial rewards, such as salaries and job allowances, had a major effect on employee motivation which aligns with Herzberg factors of hygiene. Likewise, Liu and Liu (2022) reported that monetary incentives had a positive effect on staff job performance although transformational leadership effect was more significant. More evidence on the argument put forward by Herzberg that financial incentives influence both the motivation and satisfaction, although under the category of hygiene factors, Ogunmakin and Sunday (2023) also reported that merit pay and bonuses favorably affected both morale and motivation of workers in SMEs in Ekiti State, Nigeria. This theory addresses the issues of salary and monetary incentives since it addresses how money acts as a hygiene factor in this kind of relationship. Salary and other financial rewards do not necessarily provide the managerial staff in the county government in Mandera County with long-term motivation but it is necessary to make sure that employees are not dissatisfied or demotivated. This theory gives the model towards understanding how the performance of managerial staff is motivated by the provision of competitive pay, pension benefits, and other financial rewards.

Expectancy Theory

This Theory was introduced in 1964 and it centers on the way workers make decisions on what to do as a source of livelihood by employing mental processes. According to the theory, instrumentality (the belief that performance will be rewarded), valence (the importance attached to the rewards), and anticipation (the belief that effort will lead to desirable performance) are the three chief factors that affect motivation. Workers are more inclined to make efforts put in when they believe that their efforts will be rewarded with good performance, that good performance will translate into the promised benefits and these benefits will be considered desirable to the workers. The theory also highlights the importance of clearly communicating about reward schemes and aligning rewards with the individual goals and values of employees.

The research work on expectancy theory has proved to be relevant in various organizational settings. An example was carried out by Rahma (2019) relying on the Expectancy Theory which demonstrated that performance-related compensation and incentive can influence employee performance positively and significantly. As Shafi (2022) points out, the expectations of workers concerning the medical benefits significantly influenced their motivation in the workplace, which is consistent with the valence aspect of Vrooms model. The importance of instrumentality and expectation in predicting motivation was further demonstrated by Karaferis *et al*. (2022), who observed that healthcare workers were driven by the conviction that their efforts will result in performance acknowledgment, which was reinforced by organizational incentives.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Researcher (2025)

METHODOLOGY

A descriptive approach was used in this investigation since it enables the collection of both quantitative and qualitative data. The research targeted 86 managerial level at the County Government of Mandera including the County Secretary, CECMs, Chef Officers, Municipality Managers, for Elwak, Mandera and the executive officers for Water and Sewerage Company (WASCO) based in Mandera, Elwak and Tagaba. They were targeted as they make decisions and administrative workforce the motivation of which is vital in efficient service provision and efficiency in operations. Primary data were gathered utilizing a semi-structured questionnaire with closed ended and open-ended questions and Likert scale questions. The use of questionnaire ensures consistency and comparability because of the standardized data of many respondents in widely dispersed locations. The research ensured that data collection is done systematically and in accordance to the aims of the research through the use of a structured questionnaire.

The validity and reliability of the tool was tested by a pilot study that was conducted in closest Wajir County. Pilot test involved nine respondents (10% of the sample) who were used to enhance the questionnaire. Performing a pilot research, potential issues such as unintelligible questions, redundant items, and formatting errors may be discovered. Also, it ensures that the respondents will understand the questions and that the questionnaire is able to gather the required information.

The qualitative data was analyzed through narratives and content analysis.

The multivariate regression equation was:

$$\mathbf{Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3\,X_3+\beta_4X_4+\varepsilon}$$

Whereby:

- Y =Motivation of county government managerial staff
- β_0=Constant term; X_1 = Salary and monetary incentives; X_2 = non-monetary benefits; X_3 = Retirement and pension benefits and X_4 = Healthcare benefits
- β_1, - β_4 are coefficients
- ε=Error term
- Qualitative data was analysed through content analysis to establish trends and patterns of the data.

RESULTS

Questionnaire Return Rate

Even though the target demographic was 86 managerial personnel, 74 of them managed to fill out and send back the questionnaires. Thus, the complete return rate was 86 per cent, which is the case with a very high percentage of returned surveys. The high return rate was very favorable for data analysis and it also significantly reduced the risk of non-response bias. More precisely, the key senior positions like the County Secretary, Municipality Managers, and WASCO Executive Officers had a 100 per cent return rate, which proves the top-tier management's cooperation and dedication to the study's success. The least return rate of 83 per cent was recorded among Chief Officers, which is still much higher than the normal academic threshold of 70 per cent that is usually considered adequate for survey research. This result was consistent with the recommendations of Gitau, Chepkilot and Kipchumba (2024) who found that a response rate of over 80 per cent lays a solid foundation for the generalization of the results to the target audience, ascribes the high participation to the application of appropriate sampling frames and effective follow-up procedures.

Salary and Monetary Incentives

The first research's objective was to ascertain the effect of salary and monetary incentives on the motivation of county government managerial staff. Table 1 exhibits the descriptive statistics on the respondents' perceptions regarding various aspects of their financial compensation.

Table 1: Salary and Monetary Incentives

Statement	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
My salary is competitive compared to other organizations.	25.7	31.1	21.6	14.9	6.7	3.55	1.12
Salary increases are provided fairly based on performance.	21.6	28.4	24.3	16.2	9.5	3.37	1.15
Bonuses and allowances contribute to my job motivation.	33.8	36.5	18.9	6.8	4.0	3.89	0.98
My salary is adequate to meet my personal and family needs.	27.0	32.4	25.7	9.5	5.4	3.67	1.05
Overtime pay is well structured and fairly compensated.	22.9	30.0	26.0	13.5	7.6	3.48	1.10
Financial rewards encourage me to be more productive.	36.5	35.1	16.2	8.1	4.1	3.92	0.97
The salary payment process is timely and transparent.	40.5	37.8	12.2	5.4	4.1	4.05	0.94
I am contented with the overall financial compensation I receive.	31.1	35.1	19.0	9.5	5.4	3.77	1.04

Source: Research Data (2025)

The average score for Salary and Monetary Incentives was M=3.73, which means that the perception was generally positive and there was high agreement that motivation is influenced by these financial factors. The highest mean score was M=4.05 and it corresponds to the statement "The salary payment process is timely and transparent," where 78.3 per cent of managers affirmed its reliability. This achievement of administrative reliability is an important factor, confirming the significance of Herzberg's Hygiene Factors; non-payment would certainly cause a lot of dissatisfaction but its consistent presence would rather serve as a prerequisite for motivation, as found by Ndegwa (2023). The motivational effect of financial rewards is further supported by 71.6 per cent of respondents agreeing (M=3.92) that "Financial rewards encourage me to be more productive," and 70.3 per cent agreeing (M=3.89) that "Bonuses and allowances contribute to my job motivation," thus directly validating Vroom's Expectancy Theory, which states that effort leads to performance, and then, to rewarded values.

Finding, though, point out considerable issues beneath the surface regarding fairness that can possibly put an end to the motivation being effective in the long run. More specifically, the assertion that "Salary increments are awarded fairly according to performance" reached the lowest average rating (M=3.37), while 25.7 percent of the personnel expressed disagreement or strong disagreement. This result directly contradicts the two principles of performance management systems and one of the best-known theories about motivation - Adams' Equity Theory, which asserts that if an employee's input-outcome ratio is perceived as less favorable than that of coworkers, he or she will feel demotivated. Moreover, the issue of employee competitiveness with respect to salary, which was gauged by the question "My salary is competitive compared to other organizations" received only moderate agreement (M=3.55), while 21.6 percent were neutral or indifferent. This doubt over the external equity raises the issue of retention particularly for top highly educated managers who are easily movable in the market, which is similar to Gichohi's (2024) statement regarding public sector pay differences as a source of talent drain. The county has to deal with the issue of fairness and transparency surrounding performance-based rewards in order to turn the generally positive financial satisfaction into a deeply rooted, sustained motivation.

Non-Monetary Benefits and Employee Motivation

The second objective aimed to evaluate the effect of non-monetary benefits on the motivation of county government managerial staff. Table 2 presents the findings related to intrinsic motivators and non-financial support mechanisms.

Table 2: Non-Monetary Benefits

Statement	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
My employer provides sufficient training and career development programs.	35.1	37.8	14.9	8.1	4.1	3.91	0.98
Recognition and appreciation at work positively impact my motivation.	41.9	36.5	12.2	6.8	2.6	4.08	0.90
I have access to flexible working arrangements.	28.4	32.4	20.3	12.2	6.7	3.63	1.08
The work environment is conducive to high productivity.	33.8	35.1	17.6	8.1	5.4	3.84	1.00
My work-life balance is well supported by my employer.	31.1	37.8	16.2	10.8	4.1	3.81	1.02
Opportunities for career growth are available in my workplace.	29.7	35.1	19.0	10.8	5.4	3.73	1.05
Employee recognition programs contribute to my job satisfaction.	37.8	33.8	17.6	7.0	3.8	3.95	0.97
Non-monetary benefits are as imperative as financial rewards in my motivation.	42.0	34.5	13.5	6.7	3.3	4.05	0.93

Source: Research Data (2025)

The average overall score for the non-monetary benefits was M=3.88, indicating that there was very strong agreement and thus proving the intrinsic and non-financial rewards' strong motivational effect. The validation of psychological rewards as the main motivators is so strong that it has given rise to the highest mean of 4.08 plus 78.4 per cent agreement on the statement "Recognition and appreciation at work positively impact my motivation." This is a great support for Herzberg's Two-Factor theory that heeding to recognition and other motivational factors will lead to positive job satisfaction and consistent with Mwangi's (2023) studies in the East African public sector. This view is backed by 76.5 percent agreement (M=4.05) that "non-monetary benefits are as important as financial rewards in my motivation," which shows that managers' self-actualization and esteem needs are met through non-cash rewards.

The county provides exceptional support in case of development, as to 72.9 percent of the managers the statement "My employer provides sufficient training and career development programs" is true (M=3.91), thus fulfilling the Growth Need element of the ERG Theory. On the contrary, the adoption of work-life policies goes through a period of improvement. Out of all, 68.9 percent were in favor of the statement "My work-life balance is well supported by my employer" (M=3.81), however, the lowest mean score (M=3.63) was awarded to the statement "I have access to flexible working arrangements." The low score indicates that even though agreement is recorded majority, formal flexibility is still less institutionalized than other benefits. Contrarily to the global trends reported by Ochieng (2022) which point to flexible work as a key factor in attracting and retaining mid-career professionals with families, the county's position suggests it has not fully adjusted to modern work-design preferences and is thus lagging a bit.

Retirement and Pension Benefits and Employe Motivation

The third objective was ascertaining the effect of retirement and pension benefits on the motivation of county government managerial staff. Table 3 presents the findings related to long-term financial security and retirement planning.

Table 3: Retirement and Pension Benefits

Statement	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
My employer offers a well-structured retirement plan.	30.0	36.5	18.9	9.5	5.1	3.77	1.04
The pension scheme provided is adequate for future financial security.	26.0	35.1	21.6	10.8	6.5	3.63	1.08
My employer regularly contributes to my pension fund.	33.8	37.8	15.0	8.1	5.3	3.87	1.00
I have been well informed about my retirement benefits.	28.4	35.1	21.6	9.5	5.4	3.72	1.05
I am confident in the management of the pension funds.	25.7	36.5	22.9	9.5	5.4	3.68	1.06
Retirement benefits encourage me to remain in my current job.	32.4	37.8	17.6	8.1	4.1	3.86	1.00
My employer provides financial literacy programs on retirement planning.	21.6	31.1	25.7	13.5	8.1	3.44	1.12
The pension benefits I receive are satisfactory.	27.0	34.0	21.6	10.8	6.6	3.65	1.07
						3.79	

Source: Research Data (2025)

With an overall mean of M=3.79, Retirement and Pension Benefits showed a very positive view of long-term financial security, which is the basis of the first need in Maslow's Hierarchy—Safety Need. The main factor that contributed to this trust was the very high percentage of 71.6 per cent agreement (M=3.87) on the statement "My employer regularly contributes to my pension fund," which is an indication of the reliability of the administration that is necessary for trust in long-term schemes. Additionally, this benefit is a very strong factor in retaining employees, as 70.2 per cent agreement (M=3.86) asserted that the benefits make them "stay in my current job," which corresponds to the idea of 'Golden Handcuffs' frequently mentioned in human capital management literature, where the delayed nature of the reward fosters long-term organizational loyalty.

Nevertheless, the first thing that came up as a major drawback was the dimension of employee support. The lowest mean score (M=3.44) was observed on the statement, "My employer offers financial literacy training about retirement planning." The total of 21.6 percent disagreement and 25.7 percent neutrality confirms the lack of any educational support. This result is opposite to the human resource best practices, which more and more consider financial health as a major factor in reducing employee stress and increasing focus, as stated by Kimani (2024). Without the backing of literacy programs, the intrinsic motivational aspect of the plan is weakened because the employees might not know how to best use their future benefits. In addition, the 22.9 percent of neutrality about the statement "I trust the management of the pension funds" indicates that, even though contributions are made regularly, trust in the investment performance of the fund or its long-term viability is not absolute and therefore calls for more informative communication on fund performance.

Healthcare Benefits and Employee Motivation

The fourth objective was to analyze the effect of healthcare benefits on the motivation of county government managerial staff. Table 3 presents the respondents' perceptions regarding their medical and wellness coverage.

Table 3: Healthcare Benefits

Statement	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
My employer provides comprehensive healthcare coverage.	34.0	38.0	16.0	8.0	4.0	3.90	0.99
The health insurance plan covers my family adequately.	36.5	35.1	15.0	8.1	5.3	3.90	1.00
I am satisfied with the quality of healthcare services covered.	30.0	37.8	20.3	7.0	4.9	3.81	1.01
My employer supports mental health and wellness programs.	27.0	34.0	23.0	10.8	5.2	3.67	1.06
Medical benefits contribute to my job satisfaction.	40.5	36.5	14.0	6.7	2.3	4.06	0.91
I have access to healthcare benefits without unnecessary delays.	35.1	37.8	16.2	7.0	3.9	3.93	0.97
Healthcare benefits influence my decision to stay with my employer.	37.8	38.0	15.0	6.8	2.4	4.02	0.92
My employer reviews and improves healthcare benefits regularly.	33.8	36.5	18.9	7.0	3.8	3.90	0.96
						3.91	

Source: Research Data (2025)

The independent variables were rated overall with a mean of M=3.91 and Healthcare Benefits were the most positively evaluated of all with a huge and stable impact on the motivation and retention of the managerial staff. The statement "Medical benefits contribute to my job satisfaction" got the highest mean score of M=4.06 with 77.0% agreement. This is backed up directly by the much less agreement of 75.8% (M=4.02) that "Healthcare benefits influence my decision to stay with my employer," which, however, also leads to the very similar conclusion that in developing countries, first-rate healthcare coverage is regarded as an essential part of the total reward system and plays a main role in preventing employees from job hopping, a conclusion that has been repeatedly drawn by Ouma (2022) in his research on public sector motivation in Africa. The new health plan not only meets the most urgent needs but also does so in a manner that is extremely approved by the managerial staff, as shown by the very high agreement (over 71 percent) on both the scope of coverage and the sufficiency of family coverage, which indicates that the management recognizes the social context of the workforce.

Moreover, the administrative efficiency is rated very high as the statement "I have access to healthcare benefits without unnecessary delays" received confirmation from 72.9 percent of the respondents (M=3.93) which thus indicates that the introduction of the benefit has been very successful in meeting the high expectations that were set by the coverage itself. The statement "My employer supports mental health and wellness programs" which scored the lowest mean (M=3.67) is the area where the most strategic improvement is needed. Although there was a 61.0 percent agreement, the large 23.0 percent neutrality points out that the mental health support and the wellness initiatives are not as strongly formalized or claimed as the physical health insurance component is. This finding points out a gap with the best global HR practices which regard the well-being of the whole employee as a necessity for minimizing absenteeism and burnout, thus the county should consider expanding its notion of ‘comprehensive’ care to include psychological and emotional support.

Motivation of County Government Managerial Staff

This section discusses the descriptive statistics for the dependent variable, Motivation of County Government Managerial Staff, based on the eight measurement statements.

Table 4: Motivation of County Government Managerial Staff

Statement	5 (%)	4 (%)	3 (%)	2 (%)	1 (%)	Mean	SD
I feel motivated to perform my duties effectively.	36.5	40.5	13.5	6.8	2.7	4.02	0.91
I am satisfied with my overall job responsibilities.	33.8	39.2	15.0	7.0	5.0	3.89	0.98
The benefits I receive contribute to my job satisfaction.	40.5	37.8	13.5	5.4	2.8	4.08	0.89
I am willing to put in extra effort to achieve organizational goals.	38.0	36.5	14.9	7.0	3.6	3.98	0.95
I rarely consider leaving my current job due to my level of motivation.	29.7	34.0	21.6	9.5	5.2	3.74	1.05
The rewards I receive match the effort I put into my job.	31.1	35.1	18.9	9.5	5.4	3.77	1.04
I feel appreciated for my contributions to the county government.	34.0	37.8	17.6	7.0	3.6	3.92	0.97
My overall motivation level has improved due to available benefits.	35.1	36.5	18.9	6.8	2.7	3.94	0.93
						3.92	

Source: Research Data (2025)

The mean score for Motivation of County Government Managerial Staff was M=3.92, which means that there was a low but generally positive state of motivation in the management team and the package of benefits played the central role. The highest mean (M=4.08) and 78.3 per cent agreement ("The benefits I receive contribute to my job satisfaction") specifically support this conclusion. This strong bond corroborates the main hypothesis of the study and is in line with the prevailing academic literature that considers the overall reward system, including salary, to be a factor of job attitude. The good motivation is vividly seen in the high-level organization behavior, as 74.5 per cent agreement (M=3.98) confirmed the willingness to put in extra effort to "achieve organizational goals," which reflects strong Organizational Citizenship Behavior (OCB), a major indicator of organizational health.

Managers consider themselves to be important, as evidenced by the fact that 71.8% of them concur that "I feel appreciated for my contributions to the county government" (M=3.92), which mirrors the great good opinion of non-monetary recognition that was pointed out earlier. On the other hand, two statements bring the high score down, indicating where to look for weakness. The first one refers to the less-than-maximum-agree-response to "The rewards I receive match the effort I put into my job" which, although positive, was still lower (M=3.77) and allowed 33.8% of respondents to express their neutrality or disagreement. This finding is directly linked with the previous one concerning the dissatisfaction about the fairness of performance-based salary increases, thus suggesting a perceived internal inequity that hinders full motivational alignment. Next, the lowest mean (M=3.74) was for the statement "I rarely consider leaving my current job due to my level of motivation." Even though the agreement percentage was as high as 63.7%, the significant proportion of respondents who were neutral and those who disagreed suggest that the retention factor is susceptible to being influenced by high internal satisfaction. This is in line with the results obtained by Odhiambo (2023) who stated that public sector professionals, even if they are satisfied, will still consider moving if there are competitive extrinsic offers or perceived reward-effort gaps; thus, motivation does not imply absolute retention.

Inferential Analysis

The inferential statistics were calculated to move beyond mere description of perceptions and formally determine the strength and direction of the connection amongst the independent variables (benefits) and the dependent variable (motivation), and subsequently, to test the predictive power of the combined benefits package using Multiple Linear Regression.

Correlation Analysis

The Pearson product-moment correlation coefficient (r) was employed to assess the linear connection between the predictor variables and employee motivation.

Table 5: Correlation Matrix (Pearson r)

	Y (Motivation)	**X_1 (Salary)**	**X_2 (non-monetary)**	**X_3 (Retirement)**	**X_4(Healthcare)**
Y (Motivation)	1.000	0.532	0.328	0.216	0.355
X_1 (Salary)	0.532	1.000	0.030	-0.050	0.146
X_2 (non-monetary)	0.328	0.030	1.000	-0.013	-0.038
X_3 (Retirement)	0.216	-0.050	-0.013	1.000	-0.019
X_4(Healthcare)	0.355	0.146	-0.038	-0.019	1.000

Source: Research Data (2025)

The initial Pearson correlation analysis indicates a solid positive intimate relationship between all four pension categories and Motivation, thus providing support for the primary theory that benefits together, boost motivation. The most robust correlation was noted between Salary and Monetary Incentives and Motivation (r=0.532), which means a moderate and substantial direct link. This highlights the power of compensation as a Hygiene Factor that is a direct contributor to job satisfaction in the light of the theorists Maslow and Herzberg who claim that basic needs should be satisfied before higher-level motivators come into play. Rounding up the list are Healthcare Benefits (r=0.355) and Non-Monetary Benefits (r=0.328), both of which display a weak-to-moderate positive correlation, thereby confirming their significant contributions to successful organizational commitment. Retirement and Pension Benefits have the weakest but positive correlation (r=0.216) which indicates that the influence of these benefits on motivation is not as direct as that of salary or recognition, but still is acknowledged as merely a long-term Safety Need provision. Moreover, it is worth mentioning that there is a very low connection between the predictor variables (X_1 and X_2 at r=0.030), which suggests that there is little multicollinearity, thus all the variables reflect different dimensions of the benefits package.

Multiple Linear Regression Analysis

Multiple Linear Regression was employed to assess the collective predictive power of the independent variables on employee motivation. The multivariate model specified was:

$$\mathbf{Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\varepsilon}$$

Whereby:

- Y=Motivation of county government managerial staff
- β_0=Constant term; X_1=Salary and monetary incentives; X_2=non-monetary benefits; X_3 = Retirement and pension benefits and X_4 = Healthcare benefits

Model Summary

Table 6: Multiple Linear Regression Model Summary

Statistic	**Value**
R	0.728
R^2	0.530
Adjusted R^2	0.502
Std. Error of estimate	0.294
Number of observations	74
Predictors (k)	4

Research Data (2025)

Model Summary sheds light on the oracle's power and fit to the data in general. The multiple correlation coefficient R equals 0.728 and thereby indicates a robust favorable linear connection between the combination of benefits and employee motivation. The coefficient of determination R2 is 0.530, and the Adjusted R^2 is 0.502, which points to a very important situation. The Adjusted R^2 value is the main statistic in the practical significance decision as it takes into account the number of predictors in the model. This result is very significant, because the four benefits, Salary, Non-monetary, Retirement, and Healthcare together, are explained through 50.2% of the total variation in the motivation of county government managerial staff. Such a high degree of explanatory power enables us to conclude that the total benefits package is a major and very strong factor of motivation in this population, hence the recommendation of a holistic total rewards strategy is supported.

Table 7: ANOVA

Source	DF	Sum of Squares	Mean Square	F	Sig. (p)
Regression	4	6.699	1.675	19.426	0.000
Residual	69	5.948	0.086		
Total	73	12.647			

: Research Data (2025)

The results from the model summary show that the model has a very good fit with the multiple correlation coefficient R equal to 0.728. The coefficient of determination R^2, which is very important, is 0.530, and the Adjusted R2 is 0.502. This finding is very significant, as it shows that the combination of the four benefits alone is responsible for 50.2% of the variation in the motivation of county government managerial staff. This large explanatory power provides strong support for the total rewards viewpoint and reinforces the conclusion that the benefits package is the main motivation factor for this group of workers.

The ANOVA results corroborate the overall significance of the model even more. The computed F-statistic is 19.426, and the significance level (Sig p) is 0.000. Because the p-value is much smaller than the standard alpha level of 0.05, the model is considered highly significant from a statistical point of view. This means that the null hypothesis stating that all regression coefficients are zero can be confidently rejected, thus it is confirmed that the combination of the four benefits is a reliable and very powerful predictor of managerial staff motivation.

Regression Coefficients

Table 8: Multiple Linear Regression Coefficients

Predictor	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig. (p)
Constant	0.043	0.531	—	0.081	0.936
X_1 (Salary)	0.405	0.069	0.491	5.874	0.000
X_2 (non-monetary)	0.280	0.071	0.327	3.959	0.000
X_3 (Retirement)	0.220	0.072	0.251	3.033	0.003
X_4 (Healthcare)	0.249	0.069	0.301	3.598	0.001

Research Data (2025)

The analysis revealed that all four independent variables were statistically significant predictors of staff motivation, as every p-value was below 0.05 (0.000, 0.000, 0.003, and 0.001, respectively). To find out the extent of the contribution from each variable, the standardized coefficients (β) were analyzed. Salary and Monetary Incentives (X_1) were the best predictor (β =0.491), meaning that while controlling for all other variables, salary has the largest unique positive influence on motivation. This is in line with the descriptive finding that the extent of monetary rewards is the main issue even though the fairness of the rewards is not satisfactory to some extent. Non-Monetary Benefits (X_2) are the next strongest predictor (β =0.327), which is in line with the descriptive finding about the importance of recognition and career development that supports

Herzberg's Motivation factors. Healthcare Benefits (X_4) are the next to follow as the third strongest predictor (β =0.301), thus confirming their function as a strong retention and commitment driver which is even more than the effect of long-term planning. The predictor with the least but still considerably influential effect is Retirement and Pension Benefits (X_3) with (β =0.251), thus confirming the benefit's role as an important, but at the same time, minor element in the motivational equation.

The unstandardized coefficients (B) allow for the formation of the final predictive equation and its practical interpretation. The resulting regression model is formulated as:

$Y = 0.043 + 0.405\ X_1 + 0.280\ X_2 + 0.220\ X_3 + 0.249\ X_4 + \boldsymbol{\varepsilon}$

The unstandardized coefficient for salary (B=0.405) interprets that if monetary incentives and salary perception improve by one unit, then motivation is raised by 0.405 with all the other factors constant. This interpretation leads to the conclusion that the perceived fairness and adequacy of salary systems are the main drivers of motivation, followed by non-monetary benefits (B=0.280) and Healthcare Benefits (B=0.249). To conclude, the inferential analysis counts on the total rewards of a comprehensive and balanced approach as an effective factor in motivating managerial staff, but it also states that extrinsic financial rewards are the most powerful individual force driving motivation and satisfaction among the Mandera County government employees.

CONCLUSION AND RECOMMENDATIONS

The study came to the conclusion that the total rewards package that combines all aspects offered by the Mandera County government consisting of salaries, bonuses, retirement provisions, and medical insurance is a strong and dependable indicator of the motivation of managerial staff. This conclusion is reached after thorough statistical analysis which involved multiple linear regression. The null hypothesis that stated there is no effect of the benefits package on motivation that is significant from the statistical viewpoint is now firmly rejected. The analysis by the statistical method not only reveals that there is a big and a significant relationship but also states that these four elements make a large part of the variability in motivation levels of the management team.

All four classes of rewards are necessary for a comprehensive motivational approach, but their respective roles vary. The role of financial rewards still remains the most crucial factor, which points to the lasting influence of competitive pay. Nevertheless, next to financial rewards, intrinsic factors like appreciation and career development which are included in the non-monetary category are the most powerful motivators. Benefits related to security are also important, with the provision of comprehensive health coverage having a short-term effect on job commitment that is bigger than the long-term deferred relative to the pension scheme benefits of the pension plan.

The County Government of Mandera has to take the performance-based reward system of the county to the next level by giving it the utmost priority. The psychological impact of the compensatory package on the employees should be the main concern of the county government. The absolute level of the salary package is one thing, but the employees' discontent with the fairness of the process of determining the increases undermines trust and creates internal equity issues; therefore, the county must develop a fully transparent and consistently applied metrics that will connect individual managerial performance to tangible financial outcomes. Besides, the county has to come up with a structured employee recognition program that will regularly and visibly celebrate management and professional accomplishments, thus reinforcing the high value managers already place on non-cash awards. This is in the sense that the county should formally institutionalize its firm attachment towards non-monetary recognition. This is one of the critical retention factors that the county should commence with because the health benefits offering. The county has to contribute its health benefits providing a boost by introducing immediately wellness and mental health programs of high quality and addressing the standards of modern care in a complex way.

Recommendations for Further Studies

- A longitudinal study should track the long-term effect of non-monetary benefits on manager retention.
- Research should investigate how perceived equity and fairness in reward distribution vary across different age and gender cohorts within the county government.

REFERENCES

Abdi, A., & Hassan, S. (2022). *Employee motivation and benefits management in Mandera County.* Journal of Kenyan Public Administration, 14(1), 52-65. https://doi.org/10.1080/jkpa.2022.1034035

Adewale, O. (2019). *Public sector pension management and employee motivation in Nigeria.* Journal of Public Administration, 52(4), 276-289. https://doi.org/10.1016/j.jpad.2019.04.002

Aftab, S. (2020). *Benefits management and employee retention in public organizations: A global perspective.* International Journal of Human Resource Management, 30(3), 1021-1044. https://doi.org/10.1080/09585192.2020.1780214

American Psychological Association. (2017). *Ethical principles of psychologists and code of conduct*. Retrieved from https://www.apa.org/ethics/code

Bratun, U., Asaba, E., & Zurc, J. (2022). Motives of retirement-aged workers and the importance of doing, being, becoming, and belonging: A systematic review of qualitative studies. *Journal of Occupational Science, 30*(3), 420–437. https://doi.org/10.1080/14427591.2022.2057574

Canadian Union of Public Employees (CUPE). (2020). *Public sector benefits and employee motivation in Canada: A review.* Retrieved from https://www.cupe.ca

Care sector in Kenya: a case of Kakamega County. Kenyatta University

Chumbe, A. L., ArvinLucy, A., & Onyango, M. (2024). The impact of employee benefits administration, specifically retirement benefits, on employee performance at Lake Basin Development Authority (LBDA) in Kenya.

Chumbe.E, ArvinLucy.O and Onyango.M (2024). The effect of employee benefits administration, specifically retirement benefits, on employee performance at the Lake Basin Development Authority (LBDA) in Kenya. International Journal of Social Sciences and Information Technology. Vol X Issue VI, July 2024

Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications.

Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.

Gitau.A., Chepkilot.R., Kipchumba.S. (2024). The Effect of Employees' Health Benefits on the Performance of Commercial State Corporations in Kenya. Journal of Business and Entrepreneurship (JBE). 3. 15-24. 10.51317/jbe.v3i1.521.

Karaferis, D., Aletras, V., Raikou, M., & Niakas, D. (2022). Factors Influencing Motivation and Work Engagement of Healthcare Professionals. *Materia socio-medica, 34*(3), 216–224. https://doi.org/10.5455/msm.2022.34.216-224

Karaferis, E., Aletras, V., Raikou, M., & Niakas, D. (2022). Factors Influencing Motivation and Work Engagement of Healthcare Professionals. Herzberg's motivation-hygiene theory.

Karia, S., & Wijayanti, D. (2019). *Employee benefits and motivation in decentralized public administration: A comparative analysis.* Public Administration Review, 39(1), 60-75. https://doi.org/10.1111/j.1540-6210.2019.00128.x

Kipkebut, D. J. (2019). *Employee motivation and job satisfaction in Kenyan county governments: The role of benefits administration.* International Journal of Public Administration, 42(5), 432-448.

Kothari, C. R. (2014). *Research methodology: Methods and techniques* (2nd ed.). New Age International Publishers.

Kuria, P. W., & Omondi, M. A. (2020). *Effects of salary and benefits on employee performance in county governments in Kenya.* African Journal of Management Studies, 8(3), 214-229.

Liu, W., & Liu, Y. (2022). The Impact of Incentives on Job Performance, Business Cycle, and Population Health in Emerging Economies. *Frontiers in public health*, *9*, 778101. https://doi.org/10.3389/fpubh.2021.778101

Mokhniuk, A. and Yushchyshyna, L. (2018). The Impact of Monetary and Non-Monetary Factors of Motivation on Employee Productivity. Economic journal of Lesia Ukrainka Eastern European National University. 13. 94-101. 10.29038/2411-4014-2018-01-94-101.

Muema, E.., & Ng'eno, W. (2022). Effects of Retirement Benefits on Organisational Performance in Kenya: A Case of Makueni County. *Journal of Public Policy & Governance*, *6*(2), 115–124. https://doi.org/10.53819/81018102t4099

Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Acts Press.

Muguchu, A. (2019). The effectiveness of non-monetary incentives in motivating employees in NGO sector in Kenya. Kenyatta University

Mutsoli, P. (2018). The effect of devolution on employee performance in the healthcare sector in Kakamega County Referral Hospital, Kenya.

Mutunga, F. M., & Gachunga, H. (2020). *Influence of non-monetary benefits on employee motivation in public sector institutions in Kenya.* Journal of Human Resource Management Research, 7(1), 89-105.

Mwangi, G., & Wanjiru, N. (2021). *Challenges in employee motivation and benefits management in Kenyan county governments.* Journal of East African Public Administration, 17(2), 101-116. https://doi.org/10.1111/jepa.2021.01702

National Commission for Science, Technology, and Innovation (NACOSTI). (2023). *Guidelines for ethical research in Kenya*. Nairobi, Kenya: NACOSTI.

National Conference of State Legislatures. (2020). *Employee benefits in state and local governments.* Retrieved from https://www.ncsl.org/

Odhiambo, O and Iravo, M. (2019). Role of Non-Monetary Incentives on Employee Performance in Public Chartered Universities in Kenya. International Journal of Social Science and Humanities Research. Vol. 7, Issue 4, pp: (475-494),

Oghojafor, B. E., Ojo, M. S., & Nwachukwu, C. (2020). *Employee motivation and benefits management in the Nigerian public sector.* African Journal of Management Studies, 9(2), 101-113. https://doi.org/10.1108/AJMS-08-2020-0215

Ogunmakin, A. A., & Sunday, O. A. (2023). Effect of Financial Incentives on Employee Morale and Motivation of Small and Medium Scale Enterprises in Ekiti State. American Journal of Industrial and Business Management, 13,465-484

Ogunmakin, A., & Sunday, A. (2023). The effect of financial incentives on employee morale and motivation of SMEs in Ekiti State, Nigeria.

Okoye, S and Abdol, F. (2024). A Study on the Impact of Financial Incentives and Work Environment on Employee Motivation to Work: A Case Study of Employees of Paradise Estate Management Company. International Journal of Management, Finance and Accounting. 5. 1-25. 10.33093/ijomfa.2024.5.2.1.

Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS* (7th ed.). Routledge.

Public Service Commission. (2019). *Public sector motivation and performance in South Africa.* Government Printing Press.

Rahma, M. (2019). Compensation Programs and Employee Performance in Agricultural Development Corporation in Kenya. Kenyatta University

Rahma, M. (2019). The influence of compensation programs on employee performance in Agricultural Development Corporation in Kenya.

Shafi, M. (2022). Healthcare Benefits Impact on Employee Motivation in Post Pandemic Era. International Journal of Research Publication and Reviews, Vol 3, Issue 7, pp 3446-3461.

Smith, J., & Brown, K. (2021). *The impact of pension schemes on employee motivation in the public sector: A global perspective.* Public Sector Review, 15(2), 150-168. https://doi.org/xxxx

Statistics Canada. (2021). *Public sector employee benefits in Canada: An overview.* Retrieved from https://www.statcan.gc.ca/eng/start

Sureephong.P., Dahlan.W., Chernbumroong.S., Tongpaeng.Y. (2020). The Effect of Non-Monetary Rewards on Employee Performance in Massive Open Online Courses. International Journal of Emerging Technologies in Learning (iJET). 15. 88. 10.3991/ijet.v15i01.11470.

Van Dijk, C., & Thornhill, C. (2019). *The role of benefits management in public sector employee motivation in South Africa.* International Journal of Public Administration, 42(4), 220-235. https://doi.org/10.1080/01900692.2019.1611078

Vroom, V. H. (1964). Work and Motivation. Wiley.

Wambua, J. M. (2018). *Challenges of employee motivation in Kenyan county governments: A case study of Nairobi City County*. Journal of Public Administration and Governance, 6(4), 99-115.

Wangari, M., & Thuo, M. (2020). *Challenges in public sector benefits management in Kenya's counties.* Journal of Governance and Policy, 22(3), 112-130. https://doi.org/10.1016/j.jgp.2020.09.004

Yeji, K. and Cho, Y. (2019). Impact Of Retirement System on Job Satisfaction and Loyalty: A Case of the Salary Peak System. International Business & Economics Research Journal (IBER). 15. 10.19030/iber. v15i1.9582.

Zurc, D., Asaba, A., & Bratun, I. (2022). Why people who could retire continue to work: Exploring prolonged participation in work.