Center for Management Science Research
ISSN: 3006-5291 3006-5283 Volume 4, Issue 3, 2026

TOWARD A CONCEPTUAL MODEL OF PAY EQUITY, PAY TRANSPARENCY, AND EMPLOYEE PERFORMANCE: A LITERATURE-BASED ANALYSIS

Syeda Dania Azhar[*1], Dr. Samiuddin Shaikh[2]

[*1]*PhD Scholar, IBA, University of Sindh, Jamshoro*
[2]*Assistant Professor, IBA, University of Sindh, Jamshoro*

[*1]daniyafarah@gmail.com, [2]samiuddin@usindh.edu.pk

DOI: https://doi.org/10.5281/zenodo.21186968

Keywords
Pay Equity, Pay Transparency, Employee Performance, Organizational Justice, Equity Theory, and Social Exchange Theory, Content Matrix Analysis.

Article History
Received: 18 January 2026
Accepted: 28 February 2026
Published:15 March 2026

Copyright @Author
Corresponding Author: *
Syeda Dania Azhar

Abstract

One of the most important human resource management practices for employee motivation, organizational justice and sustainable organizational performance is seen to be the pay equity. But the mechanisms by which pay equity might affect employee performance are still somewhat disjointed, especially in the context of pay transparency. This paper builds a conceptual framework by synthesizing from literature the scholarship on pay equity, pay transparency and employee performance. The study is guided by three theories namely, Equity Theory, Organizational Justice Theory and the Social Exchange Theory, and it focuses on job roles and responsibilities, compensation policies and gender fairness to determine equivalent compensation practices and how pay transparency plays a role in impacting the performance of the employees. The design of the research in this study was qualitative with the qualitative theoretical research design and the technique in analyzing the secondary literature was content matrix analysis. The synthesis shows that transparent compensation practices lead to increased perceived fairness, trust and employee commitment, which translate into improved employee outcomes with respect to employee performance. The suggested framework also provides theoretical explanations for future empirical research and provides practical suggestions for organizations that want to develop fair and transparent compensation mechanisms.

INTRODUCTION

Compensation management has become an integral part of a company's strategy to enhance employee performance, promote fairness, and remain competitive in today's fast-changing business environment. To date, compensation is no longer perceived as a simple tool for rewarding employees, but as a strategic HR practice with an impact on employee motivation, organizational commitment and trust. There is recent evidence that equitable compensation systems foster positive employee attitudes because they match the employee's value to the organization and their contributions to it (Lyons & Zhang, 2023). Likewise, Duchini et al. (2024) state that companies implementing fair and open pay policies have a greater chance of improving employees' psychological contracts and minimizing inequities in the workplace. Abbas et al. (2025) also highlight the importance of pay systems that align employee pay with work responsibilities and performance, which increases productivity and employee engagement. The

changes indicate that compensation strategies have grown more than a mere financial incentive, and are an integral component of an organization's sustainability and the effectiveness of its workers.

Pay equity is one of the most important factors influencing employees' behavior among the different dimensions of compensation management because it is an indicator of perception of fairness in the organization's reward structure. Studies indicate that compensation is not only looked at in terms of the dollar amount, it is also considered in relation to how it is paid to other similar employees with similar duties and responsibilities. According to Mensi-Klarbach and Risberg (2022), fair compensation can boost workers' sense of justice and boost trust in management. Similarly, Kim (2022) found that when there is transparency about compensation, employees' perceptions of fairness increase, leading to greater engagement and individual performance. Bear et al. (2023) also state that when organizations have transparent pay systems, they have fewer reports of favoritism and more employee trust since pay decisions become more understandable and justifiable. All these results suggest that fairness in compensation is more meaningful when accompanied by transparency in organizational compensation practices.

While the topic of pay equity has garnered more and more interest, there are still less than cohesive explanations in the literature as to how paying people fairly leads to better performance. As employees expect that their compensation is proportional to the work they do and responsibilities they take, some research studies highlight clearly defined job roles and responsibilities as the basis to build equitable compensation (Ullah et al., 2023). Another group of researchers consider compensation policies as the main factor affecting fairness and believe that having a standard criterion and/or performance-based criterion to determine salary decreases the discrepancies in making decisions (Rasool & Malik, 2022). Much focus has also been given to gender fairness, especially in developing countries where gender pay gaps are a long-standing issue within the organization. While there are signs of progress in women's labour force participation, gender-based wage disparities persist and remain to affect employee motivation and perceptions of justice, according to Khaskheli et al. (2024). Likewise, Faizan and Khan (2022) state that the enforcement of regulations is weak, and informal compensations are not effectively implemented in many private institutions, which hinders the proper application of equitable compensation systems. These studies offer important data on specific areas of pay equity but are not usually written to convey how the dimensions interact to affect employee performance via explicit compensation approaches.

Knowing that this is a theoretical gap, a conceptual framework was developed in this study by synthesizing the current literature to explain the relationship between pay equity and employee performance using the mediation of pay transparency. The study is conducted in a qualitative theoretical approach, which is systematic, reviewing and synthesizing the latest scholarly evidence that was found by using the content matrix analysis. Research in the past years has increasingly acknowledged transparency as a strategic capability of an organization, which helps to build fairness perceptions, increase employee trust, and increase organizational commitment (Tenhiälä et al., 2024). Further, Patel (2024) recommends that transparent salary systems help minimize employee turnover and increase employee stability by eliminating ambiguity and confusion about compensation. In addition, Kibria et al. (2024) note that theoretical models are still needed in developing economies that can combine the concepts of compensation fairness and organizational transparency to respond to the ongoing institutional and cultural issues. This paper synthesizes these modern views within a single conceptual framework and builds on the compensation management literature to inform and enhance future empirical research on equitable and transparent compensation systems.

Research Aim

This study focuses on building a theoretical model that links pay transparency and employee performance, and synthesizes the literature available to explain this link.

Research Objectives

- To synthesize current literature regarding the notions of pay equity, pay transparency and employee performance.
- To understand how the mediation works in enhancing the link between pay equity and employee performance through pay transparency.
- To build a solid theoretical background that incorporates the latest theory and practical research related to pay equity, pay transparency, and employee performance.
- To suggest ideas for future research and implications for theory.

Literature Review

It has been the subject of recent research scholarship as a strategic HRM practice, not only in terms of equal pay, but also in fairness, consistency, and objectivity of the reward systems in the organization. Modern studies, however, do not just seek wage equality, but compensation that is linked to an employee's job function, skills and tasks, and role within the organization. Fair and equitable compensation boosts workers' trust in the decision-making process within an organisation by minimising the likelihood of bias and inconsistencies in the process to make decisions (Lyons & Zhang, 2023). Likewise, Duchini et al. (2024) showed that clear and fair pay models help to strengthen the psychological contract between employees and the organization, which in turn improves the level of trust and commitment among employees and the organization. Similarly, Abbas et al. (2025) found that when pay is aligned with the level of responsibility and expectations for employees, their motivation and productivity are increased. Overall, these results indicate that pay equity is a strategic tool that helps to foster employee well-being and organizational effectiveness.

The modern literature suggests that job roles and responsibilities, compensation policies, and gender fairness are the main facets of the organization's efforts to create fair compensation systems. A strong correlation between job responsibilities and measurable performance expectations with compensation is more likely to be seen as fair by employees. Those who report a high degree of job contentment and positive organizational behaviours have more positive perceptions of the alignment between work tasks and pay (Ullah et al., 2023). Similarly, Rasool and Malik (2022) highlighted that a standardised compensation policy has a positive impact on procedural justice perceptions as it reduces discretionary compensation decisions. With the strong interconnection of pay inequity with employee morale and organizational justice, gender fairness has proven to be a critical factor in predicting pay inequity. In line with this, Khaskheli et al. (2024) observed that gender wage disparities are still a major issue within private organizations, especially in less institutionalized areas of the developing world. To support this, Mensi-Klarbach and Risberg (2022) argue that companies that use gender-neutral pay have a higher level of trust amongst employees and a more perceived feeling of fairness. Together, these dimensions illustrate that equity in compensation is a function of organization's compensation policies, not just individual compensation decisions.

While fair compensation can be the base for fair compensation systems, recent research is beginning to suggest that a high level of pay transparency is important to successful compensation. Pay transparency helps workers grasp how salaries are decided, which helps minimize ambiguity regarding organization's pay decisions. Kim (2022) found that when employees perceive that they are being fairly treated, it positively and strongly influences their work engagement. Similarly, Bear et al. (2023) found that lack of pay transparency can lead to a bias towards favouritism as employees are less aware of what is being considered for payment and what performance is being rewarded. Tenhiälä et al. (2024) also found that transparency in procedures produces a climate of trust, openness and ongoing improvement in the workplace. On the other hand, in many developing countries, employees have less confidence in the compensation system, even though there are formal compensation policies, and opaque compensation practices are still observed, Faizan and Khan (2022) noted. These results imply that pay transparency is an

important process for translating fair pay into good outcomes for employees.

The role of employees in terms of organizational fairness and open HR practices has also been studied. In addition to monetary rewards, workers now consider organizational support in terms of a fair compensation process and managerial decision making. The clear reward system is associated with reduced employee attrition, according to Patel (2024), which boosts trust in business procedures and future prospects. Aman et al. (2025) also found that the fair compensation systems have a positive effect on employee satisfaction, motivation, and the productivity of the organization, resulting in a decrease in grievances and an increase in commitment to the organization. Similarly, Abbas et al. (2025) determined that when there is an objective nature in the compensation decisions and a consistent and common approach toward similar job positions, the performance increases. The findings suggest that not only salary level but also the fairness, transparency, and organizational justice perceived by the employees, as part of compensation systems, has an impact on employee performance.

Overall, the reviewed literature shows a general trend of researchers that pay equity and pay transparency are intricately linked with employee performance; however, certain gaps in theory remain. Research to date focuses almost exclusively on job roles, salary policies, gender justice, and pay transparency as distinct factors, with little focus on how these factors work together in a single conceptualization to affect employees' job performance. Kibria et al. (2024) highlight the importance of having contextually appropriate models that reconcile modern compensation systems and transparency in the organization, especially in developing economies that have institutional and cultural challenges. In addition, recent research has urged for more theoretical integration that can reveal the mechanisms by which fair remuneration will be associated with better employee outcomes (Duchini et al., 2024). In response to this, the current research of this study summarizes the latest literature and presents a complete theoretical model with pay transparency as the key intermediary between pay equity and employee performance. The conceptual model offers both a more solid basis for empirical studies in the future and expands the existing knowledge in the field of strategic compensation management.

Methodology

The design of this study is qualitative with theoretical research approach that uses the result of secondary data reading and synthesis to get and analyze information or data. The study does not involve primary data collection, but rather builds a concept of the relationship between pay equity, pay transparency and employee performance through the critical analysis of recent peer-reviewed journal articles from 2022 to 2026. Theoretically relevant literature was chosen for its theoretical relevance to compensation management, pay equity, pay transparency, organizational justice and employee performance. The chosen studies were reviewed systematically and organized into different themes through content matrix analysis such as job roles and responsibilities, compensation policies, gender fairness, pay transparency and employee performance. Commonalities, distinctions, and reoccurring theoretical themes were uncovered and merged together to create an overall conceptual structure. This approach allowed the consolidation of the various elements of evidence, the identification of gaps in previous studies and the development of hypotheses and propositions with a theoretical background for empirical testing.

Content Matrix Analysis

The synthesis of contemporary literature on pay equity, pay transparency and employee performance is presented in Table 1. The analysis uncovers themes that emerge from the studies conducted over the past four years (2022-2026) and brings together the conclusions of these studies to artfully explain the theoretical relationships that are a part of the conceptual framework for this analysis.

Table 1. Content Matrix Analysis of Contemporary Literature

Theme	Key Evidence from Literature	Representative Studies	Synthesized Interpretation
Job Roles and Responsibilities	Employees perceive compensation as fair when salaries correspond to workload, role complexity, competencies, and responsibilities. Clear role definitions reduce ambiguity and improve acceptance of compensation decisions.	Ullah et al. (2023); Iqbal et al. (2022); Kibria et al. (2024)	Clearly defined job roles establish the foundation of pay equity by ensuring that compensation reflects the actual value of employees' contributions.
Compensation Policies	Standardized and performance-based compensation policies enhance fairness, reduce managerial discretion, and improve employee confidence in organizational reward systems.	Rasool and Malik (2022); Faizan and Khan (2022); Iqbal et al. (2022)	Formal compensation policies strengthen equitable reward allocation and create greater consistency across organizational compensation practices.
Gender Fairness	Gender-neutral compensation systems reduce wage disparities, strengthen organizational justice, and improve employee trust and inclusiveness.	Mensi-Klarbach and Risberg (2022); Khaskheli et al. (2024); Malik and Akram (2024)	Gender fairness represents a fundamental dimension of pay equity because equal compensation enhances organizational legitimacy and employee morale.
Pay Transparency	Transparency in salary structures and compensation procedures improves employees' understanding of reward decisions, increases trust, and reduces perceptions of favoritism.	Kim (2022); Bear et al. (2023); Tenhiälä et al. (2024); Lyons and Zhang (2023)	Pay transparency strengthens employees' perceptions of procedural and distributive fairness, making equitable compensation practices more credible and acceptable.
Employee Performance	Fair and transparent compensation systems improve employee motivation, commitment, engagement, productivity, and organizational citizenship behaviour.	Abbas et al. (2025); Aman et al. (2025); Duchini et al. (2024); Patel (2024)	Employee performance improves when compensation systems combine fairness with transparency, thereby encouraging greater commitment and discretionary effort.
Developing Country Context	Weak institutional enforcement, informal compensation practices, and cultural norms continue to limit equitable and transparent compensation implementation.	Faizan and Khan (2022); Khaskheli et al. (2024); Kibria et al. (2024)	Institutional and cultural factors moderate the successful implementation of pay equity, highlighting the need for context-specific compensation strategies in developing economies.

Interpretation of the Content Matrix

The content matrix analysis illustrates that there is a high level of agreement in the literature that equitable compensation is significant in enhancing employee performance. All the reviewed studies confirm that pay equity is not just about equal pay, but also involves equity in the job evaluation, in compensation policies and in gender-neutral approaches to reward. In various organizational settings, workers' attitudes toward pay were more favorable when jobs were fairly rewarded for objective job demands and measurable job performance, indicating that reasonably allocating rewards fostered trust and motivation within the organization.

The research also finds that pay transparency is most consistently identified as a mechanism connecting equitable pay with positive employee outcomes. Recent research highlights that transparency is critical for making employees aware of the rationale behind the compensation decision, which decreases uncertainty, favoritism and conflicts in the organization. Transparency is not an HR practice in its own right, but it does strengthen the two types of fairness – distributive and procedural – which help build trust in management and organizational commitment among employees.

In addition, the literature reviewed indicates that companies that have adopted a consistent compensation strategy or gender blind compensation systems have higher rates of employee satisfaction and engagement. On the other hand, research in developing countries has found that the informal compensation practices, lax laws and regulations, and cultural attitudes towards reporting wages persist as factors that hinder fair compensation systems. The key contextual factors are the reasons for the very different implementation of pay equity across organizational and national contexts.

Overall, all the synthesized evidence shows that job roles and responsibilities, compensation policies and gender fairness all play a role in the relationship between pay equity and employee performance, and that pay transparency reinforces the positive relationship between pay equity and employee performance. The themes that emerge from the literature support the hypotheses proposed and also form a logical basis for empirical testing.

Findings and Discussion

The content matrix analysis illustrates the development of pay equity as a strategic aspect of compensation management, instead of being just an equal pay measure. The reviewed literature consistently suggests that fair compensation systems enhance employees' perceptions of fairness by connecting compensation to the value, responsibilities, competencies and contributions of the organisation. The latest evidence also indicates that organizations with fair compensation systems will find that employees feel more committed to the organizations, feel more motivated, and more trusted by the organization if the compensation system is seen as objective and not discretionary. The cross-over found in the literature reviewed indicates that pay equity is the cornerstone of sustainable pay practices and reiterates the findings of other authors that the practice of working towards pay equity has a direct impact on improving employee performance (Abbas et al., 2025; Duchini et al., 2024; Mensi-Klarbach & Risberg, 2022).

The second significant finding has to do with the multi-faceted aspects of pay equity. The analysis revealed that these three aspects of job roles and responsibilities, compensation policies, and gender fairness are indeed the main factors that impact equitable compensation systems. Setting clear job duties helps organizations to match compensation to what employees actually do, and standardizes pay policies, which minimizes the inconsistencies that are created by managers' discretion. Similarly, in the literature, compensation justice and employee trust in compensation systems are seen as key benefits that can be achieved through genderneutral compensation practices. These results supported the first three hypotheses by highlighting that equitable compensation is set by using objective job evaluation, formal compensation policies and inclusive reward practices, with no single compensation decision making it alone (Khaskheli

et al., 2024; Rasool & Malik, 2022; Ullah et al., 2023).

Pay transparency is also noted as the most important mechanism linking pay equity and employee performance. In the studies reviewed, transparency was found to have consistently improved employee knowledge of salary structures, the process for distribution of rewards and the organization's compensation decisions based on performance. The open communication of compensation procedures was associated with employees' perception of greater trust in management, less feeling favored, and higher acceptance of compensation results. Opaque compensation methods, on the other hand, were linked to uncertainty, lack of trust and engagement among employees. The results support the proposed mediating effect of pay transparency as they show that equitable compensation fosters better organisational outcomes if employees have a clear understanding of the process of deciding and implementing compensation (Bear et al., 2023; Kim, 2022; Tenhiälä et al., 2024).

Another pattern that emerged is the context-specific issues that impact compensation management in developing economies. Organizations are coming to the realisation of the significance of compensation that is equitable and transparent, however, weaknesses within the institution, cultural norms and informal compensation practices are still a barrier to implementation. The literature reviewed revealed that many private organizations are still making decisions based on discretion for salaries and limited disclosure of pay, thus decreasing employees' confidence in organizational fairness. Such barriers are especially noticeable when regulation is lax and compensation policies are not well-mestablished or enforced. Thus, with the success of pay equity, the commitment of the organization is not enough, instead, institutional environments that enable transparency and accountability in compensation systems are also required (Faizan & Khan, 2022; Kibria et al., 2024; Khaskheli et al., 2024).

Synthesized results generally support the proposed conceptual framework, showing that job roles and responsibilities, compensation policies, and gender fairness all play a role in improving perceptions of pay equity, and that pay transparency further enhances the positive effects of these factors on perceptions of pay equity. Employee's reactions have been shown to be more favourable when the compensation systems are seen as being fair, transparent and consistently applied. Pay transparency should, therefore, be considered not just an organizational communication practice, but a strategic competence that can translate an equitable compensation into better motivation, organizational commitment and employee performances. These results offer theoretical grounding for all of the hypotheses proposed, and serve as a broad base for further empirical studies of compensation management across a variety of organizational settings.

Theoretical Implications

The study is a major contribution to the compensation management literature as it is able to integrate the often-disparate perspectives on pay equity, pay transparency and employee performance into a cohesive conceptual framework. Previous studies have largely focused on one of these constructs at a time, however, in this synthesis, pay transparency is found to be a key theoretical mechanism that drives the relationship between pay equity and employee performance. The study also advances the current scholarship on compensation, with the idea of pay equity being a multifaceted phenomenon, comprising job tasks and responsibilities, compensation policies and gender equity. The paper draws on the latest evidence (2022-2026) and presents the most up-to-date theory on how both fair and fair compensation systems together lead to positive organizational justice, trust in the organization, and employee performance. The proposed framework outlined here is a basis to support further empirical research on compensation in other cultures and other organizations other than Western cultures, especially developing economies.

Practical Implications

The results have several implications for HR practitioners, management and policy makers. Compensation policies need to be consistent – compensation needs to be based on clearly measurable job performance, job competencies and responsibilities. HR managers need to make salary packages, promotion practices, performance appraisals more transparent, to reduce uncertainty and increase employees' confidence. Organizations should also ensure that they have a pay scale system that is neutral towards gender, which can help reduce the gender pay gaps and make the workplace more inclusive. At the same time, policy makers should facilitate the development of firms' compensation guidelines, which will help improve the transparency and accountability of compensation, especially in private sector firms in developing economies where compensation is largely informal.

Recommendations

The study recommends the creation of formal compensation systems that also explicitly connect the job responsibilities to compensation and performance outcomes. To enhance pay transparency, employers should ensure that pay is more public and that expectations regarding pay policies, pay ranges, and promotion criteria are communicated to employees. HR departments can use pay equity audits as a useful resource to regularly review inequities and remove them between the pay of men and women and between job positions. The implementation of clear decision making and payment systems should also be encouraged and training and awareness building of employees and managers should also be initiated. Last but not least, organizations need to constantly evaluate and adjust remuneration structures in line with changing organizational goals, expectations, and new HRM practices.

Limitations

There are a number of limitations in this study. The first is that it is a theoretical study, and the only primary literature has been used in this paper is secondary literature; therefore, to support the conceptual model in an empirical manner, it could not be formed through this paper. Second, all the literature synthesis is for literature published between 2022–2026, which may not include prior statements of the theory of compensation management. Thirdly, the results of the studies examined are based on their type and are not necessarily representative of the differences between industries and countries in compensation practices. Last, the theoretical constructs employed in this study lead to the conclusion that the relationships proposed are to be considered theoretical propositions, and tested empirically.

Future Research Directions

It is recommended that future research test the proposed conceptual framework through empirical designs (quantitative, qualitative and/or mixed) across various organizational sectors and in various national and cultural contexts. The researchers can also perform structural equation analysis for examining and verifying the mediation effect of this study's hypothesized theoretical relationships. Data about the role of institutional and cultural context on the compensation process may be gathered by comparing developed and developing economies, which can also offer more data about how compensation for equitable pay is calculated. Additionally, the mediators and moderators such as organizational culture, leadership style, employee trust, psychological contract and organizational justice could be explored in future research for a better understanding of the relationship between pay equity and employee performance. A longitudinal study is also recommended that will enable a retrospective review and assessment of the attitudes of the employees and the performance of the organization over time with regard to the impact of a clear compensation system.

Conclusion

This study was designed to build a theory to explain the link between pay equity and employee performance with the mediation of pay transparency. The study adopted a literature review method to gather the key elements of pay equity, namely job roles and responsibilities, compensation policies and gender fairness in

order to analyze the synergistic effect of these three elements on employee performance. The implementation of pay transparency also was found to enhance employees' perceptions of fairness, organizational trust and commitment, which leads to the better functioning of equitable pay systems. The conceptual framework is valuable contribution to the existing literature of compensation management as it comes together various theoretical aspects in a way that leads to a model and framework to understand the impact of fairness and transparency to boost the employees outcomes. While the framework was not implemented in the real world, it provides a solid base for future studies and it is a very useful tool for those organisations who wish to develop an equitable, transparent and performance-based payment system that can enable them to be sustainable over the long term.

References:

Ahmed, S., Sabir, S., & Waheed, A. (2021). Job satisfaction among healthcare workers: Evidence from private hospitals in Pakistan. *BMC Health Services Research, 21*(1), 1123. https://doi.org/10.1186/s12913-021-07152-y

Awan, H. M., & Farhan, H. (2016). Talent management practices and their impact on job satisfaction of employees: A case of the banking sector in Pakistan. *Science International (Lahore), 28*(3), 2753–2760.

Bamberger, P. A., & Belogolovsky, E. (2017). The dark side of transparency: How and when pay administration practices affect employee helping. *Journal of Applied Psychology, 102*(4), 658–671. https://doi.org/10.1037/apl0000175

Bear, J. B., Cushenbery, L., London, M., & Sherman, G. D. (2023). Pay transparency and gender equality: Implications for negotiation and organizations. *Organizational Behavior and Human Decision Processes, 171*, 104163. https://doi.org/10.1016/j.obhdp.2022.104163

Card, D., Mas, A., Moretti, E., & Saez, E. (2012). Inequality at work: The effect of peer salaries on job satisfaction. *American Economic Review, 102*(6), 2981–3003. https://doi.org/10.1257/aer.102.6.2981

Castilla, E. J. (2016). Achieving meritocracy in the workplace: The role of transparency and accountability. *Academy of Management Annals, 10*(1), 543–614. https://doi.org/10.1080/19416520.2016.1147322

Colella, A., Paetzold, R. L., Zardkoohi, A., & Wesson, M. J. (2007). Exposing pay secrecy. *Academy of Management Review, 32*(1), 55–71. https://doi.org/10.5465/amr.2007.23464097

Day, N. E. (2011). The silent revolution: The impact of pay transparency on employee attitudes. *Human Resource Management Review, 21*(4), 365–375. https://doi.org/10.1016/j.hrmr.2011.02.002

Day, N. E., Newton, D. A., & Boland, A. (2021). Pay transparency and employee outcomes: A meta-analysis. *Human Resource Management Review, 31*(4), 100823. https://doi.org/10.1016/j.hrmr.2020.100823

Faizan, R., & Khan, M. A. (2022). Wage disparities and organizational outcomes: Evidence from private firms in Pakistan. *Journal of Business and Social Review in Emerging Economies, 8*(1), 47–59. https://doi.org/10.26710/jbsee.v8i1.2111

Frontiers. (2025). The combined effect of perception of pay fairness and institutional transparency on physicians' work enthusiasm: A mixed method study from China. *Frontiers in Public Health, 13*, Article 1555684. https://doi.org/10.3389/fpubh.2025.1555684

GMSR. (2024). The impact of unfair compensation on employee morale, job satisfaction and performance: A quantitative analysis in Pakistan's health sector. *Global Management Sciences Review, IX*(III), Article 06. https://doi.org/10.31703/gmsr.2024(IX-III).06

Haque, A., & Aston, J. (2020). Gender inequality in healthcare employment: Evidence from South Asia. *International Journal of Human Resource Studies, 10*(3), 45–62. https://doi.org/10.5296/ijhrs.v10i3.17456

Iqbal, M., & Rizvi, S. A. (2021). Compensation fairness and its impact on nurses' performance in Pakistan. *Journal of Health Management, 23*(2), 221–236. https://doi.org/10.1177/09720634211012742

Iqbal, S., Aziz, U., & Saleem, M. (2022). The impact of compensation practices on employee performance: Evidence from the private banking sector of Pakistan. *Asian Journal of Business and Accounting, 15*(1), 99–121. https://doi.org/10.22452/ajba.vol15no1.4

Khan, A. A., & Rasheed, F. (2021). Pay satisfaction and organizational commitment in private banking sector of Pakistan. *Asian Journal of Management, 12*(3), 341–348. https://doi.org/10.5958/2321-5763.2021.00053.7

Khaskheli, A., Bhanbhro, S., & Parvez, S. (2024). Gender wage gaps and workplace equity in Pakistan's private organizations. *Gender in Management: An International Journal, 39*(2), 121–136. https://doi.org/10.1108/GM-05-2023-0114

Khaskheli, A., Bhanbhro, S., & Parvez, Z. (2024). Workplace inequities and wage structures in Pakistan's private sector: Gendered implications. *Asian Journal of Human Resource Management, 12*(1), 77–95.

Khilji, S. E. (2003). To adapt or not to adapt: Exploring the role of national culture in HRM—A study of Pakistan. *International Journal of Cross Cultural Management, 3*(1), 109–132. https://doi.org/10.1177/1470595803003001006

Kibria, A., Aashi Mir Alam, & Mehtab Begum Siddiqui. (2024, November 21). How pay transparency and living wage demands impacts on employee work ethics under inflation pressures [Article]. *Bulletin of Management Review, 1*(4), 263–282. bulletinofmanagement.com

Kibria, A., Alam, A. M., & Siddiqui, M. B. (2024). How pay transparency and living wage demands impact employee work ethics under inflation pressures. *Bulletin of Management Review, 1*(4), 263–282.

Kim, P. H. (2020). Pay secrecy and pay transparency: A review and research agenda. *Human Resource Management Review, 30*(4), 100692. https://doi.org/10.1016/j.hrmr.2019.100692

Kim, S. (2022). Pay transparency and employee performance: Evidence from South Korean organizations. *International Journal of Human Resource Management, 33*(10), 2050–2072. https://doi.org/10.1080/09585192.2020.1820978

Lyons, S., & Zhang, Y. (2023). Pay transparency and employee attitudes: Global insights from compensation systems. *Human Resource Management Review, 33*(1), 100877.

Malik, A. I., & Akram, N. (2024). Determinants of the gender wage gap in Pakistan. *SN Business & Economics, 4*(2), 1–13. https://doi.org/10.1007/s43546-024-00623-8

Mensi-Klarbach, H., & Risberg, A. (2022). Gender pay equity and organizational performance: A global perspective. *Gender, Work & Organization, 29*(6), 1627–1645. https://doi.org/10.1111/gwao.12791

Rasool, H., & Malik, M. (2022). Compensation fairness, pay transparency and employee engagement in Pakistan's banking sector. *Pakistan Journal of Commerce and Social Sciences, 16*(2), 451–468.

Rubery, J., & Grimshaw, D. (2015). The 40-year pursuit of equal pay: A case of constantly moving goalposts. *Cambridge Journal of Economics, 39*(2), 319–343. https://doi.org/10.1093/cje/beu053

Shabbir, M., Naz, S., & Khan, T. M. (2019). Compensation practices and employee performance: Mediating role of employee motivation. *Journal of Business Strategies, 13*(2), 35–52. https://doi.org/10.29145/jbs/13202

Shah, A., & Shah, S. (2020). Gender disparity and job satisfaction among teachers in private schools of Sindh. *Journal of Education and Educational Development, 7*(2), 231–248. https://doi.org/10.22555/joeed.v7i2.342

Shah, N., & Jiskani, S. (2022). Impact of compensation practices on teacher retention in private schools: Evidence from Sindh, Pakistan. *Asian Journal of Education and Social Studies, 31*(4), 23–34. https://doi.org/10.9734/ajess/2022/v31i430755

Shahid, M., & Javed, M. (2017). Impact of gender discrimination on employee performance in private organizations of Pakistan. *International Journal of Law and Management, 59*(5), 687–699. https://doi.org/10.1108/IJLMA-05-2016-0055

Tenhiälä, A., Chung, D. J., & Park, T.-Y. (2024). Procedural pay transparency, motivational climate, and employee outcomes. *Journal of Occupational and Organizational Psychology*. Advance online publication. https://doi.org/10.1177/08863687231216135

Ullah, M., Tariq, S., & Nisar, Q. A. (2023). Compensation fairness, pay transparency and organizational citizenship behavior: Evidence from private organizations in Pakistan. *Cogent Business & Management, 10*(1), 2214546. https://doi.org/10.1080/23311975.2023.2214546

Zafar, F. (2019). Exploring the impact of compensation and reward on employee performance: Evidence from the banking sector of Pakistan. *International Journal of Business and Social Science, 10*(5), 40–47. https://doi.org/10.30845/ijbss.v10n5p5