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# Pay Rise as an Extrinsic Reward on Employee Performance: A Case of Commercial Banks in Nairobi City County, Kenya

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***Abstract:*** *In the banking industry, where effectiveness and service delivery are essential to success, employee performance is a crucial factor in determining an organization's competitiveness. This study looked at how employee performance at a few commercial banks in Nairobi City County, Kenya, was affected by pay rise as an extrinsic reward. This study is anchored by Equity theory. A sample size of 112 respondents was selected from a target population of 155 frontline staff using stratified sampling techniques was adopted to ensure equitable representation. A descriptive research design was used for assessing current relationships between pay rise and employee performance among the six selected commercial banks. A high response rate of 85.7% was obtained from the 96 individuals who successfully filled out and returned the questionnaires. Descriptive and inferential statistics techniques analyze quantitative data. The results showed that most respondents thought pay was fair and related to steady yearly percentage pay rise, with promotion chances frequently being linked to more frequent pay increases. With a correlation coefficient (R) of 0.504, regression analysis showed a somewhat positive relationship between employee performance and pay rise. Pay rise was responsible for 25.4% of the variation in employee performance, according to the coefficient of determination (R2 = 0.254), with other factors explaining the remaining variance. The model's statistical significance (F = 31.962, p < 0.05) confirmed that one of the main predictors of performance was pay rise. Although they are not the only factors influencing performance outcomes, the study finds that pay rise greatly improve employee motivation, morale, and productivity. In order to maintain employee commitment and enhance organizational performance in a competitive setting, it is recommended that commercial banks to implement equitable and consistent pay rise structures that are combined with other reward systems.*

***Keywords:*** *Pay rise, Extrinsic reward and Employee Performance*

## 1.1 Background of the Study

Pay rise is a significant extrinsic reward that directly influences employee performance, especially in service-oriented industries like banking (Abdi & Aziri, 2021). It plays a vital role in enhancing worker effort, commitment, and productivity when aligned with performance goals. This study focuses on examining the influence of pay rise on employee performance in selected commercial banks in Nairobi City County, Kenya.

Globally, the design and execution of incentive programs have a direct impact on employee performance. Pay rise has been found to be a significant extrinsic reward that directly affects worker effort, commitment and productivity in service-oriented industries like banking (Armstrong & Taylor, 2020). According to Dziuba *et al*., (2020). companies that intentionally raise wages in line with performance goals see increased employee engagement, increased productivity and greater goal achievement.

Structured pay rise initiatives have been linked to better employee performance outcomes in African nations including South Africa and Nigeria (Maphosa, 2024). However, the effectiveness of pay rise in many African banks is diminished by issues like unjust compensation structures, bias in pay adjustments and inconsistent policy execution. Additionally, employees are frequently unable to fully benefit from financial incentives due to task demands and a lack of technology support (Akerele & Nosike, 2024).

Pay rise are still a vital but underutilized instrument for employee motivation in Kenya, especially among selected commercial banks in Nairobi City County. Pay rise are acknowledged as significant motivators, but their efficacy is limited by uneven implementation, unequal distribution and a lack of consistency with performance requirements. In order to improve employee performance, pay raise methods should be context-specific and closely connected with organizational objectives, as employees value complimentary features like work-life balance and career progression chances (Muriithi *et al.,* 2022).

## 1.2 Statement of the Problem

Employee performance is a crucial factor in determining an organization's success, especially in the banking industry where effectiveness and superior service are crucial. Pay rise is one of the extrinsic rewards that have been found to have the biggest impact on employee performance (Main *et al.,* 2023). Structured pay rise is associated with increased engagement and better performance worldwide, but in many African banks, including those in Kenya, their efficacy is undermined by issues like unequal pay structures, uneven execution and a lack of connection with performance objectives Udayar *et al.,* (2024). Employee performance is a crucial factor in determining an organization's success, especially in the banking industry where effectiveness and superior service are crucial. Between 2019 and 2025 employee turnover among selected commercial banks increased from 12% to 18%, lacking the theoretical framework to explain the mechanisms relationship of pay rise and employee performance on equity theory (Musoke & Joseph, 2025). Pay rise are one of the extrinsic rewards that have been found to have the biggest impact on employee performance. Structured compensation increases are associated with increased engagement and better performance worldwide, but in many African banks, including those in Kenya, their efficacy is undermined by issues like unequal pay structures, uneven execution, and a lack of connection with performance objectives (Muriithi *et al.,* 2022).

## 1.3 Objective of the Study

The study objective was to examine the influence of pay rise on employee performance among selected commercial banks in Nairobi City County, Kenya

## 1.4 Literature Review

In this section, theoretical and empirical review on the influence of pay rise on employee performance among selected commercial banks

### *1.4.1 Theoretical Review*
### *Equity Theory*
Equity Theory, developed by Adams (1963), posits that employees evaluate fairness by comparing their input-output ratios such as effort versus compensation with those of peers. In this study, pay rise emerged as a key output influencing performance, where consistent annual salary increments were perceived as fair and motivating. Employees who viewed their compensation as equitable demonstrated higher engagement and productivity. Conversely, perceived inequity in pay structures led to dissatisfaction and reduced effort (AlSalman *et al.,* 2024), reinforcing the theory's relevance in understanding how fairness in pay rise affects employee performance in commercial banks.

### *1.4.2 Empirical Literature Review*
### *Employee Performance*
An employee's performance can be defined as their execution of the duties that comprise their employment. According to Olumide (2025), effort, aptitude, and guidance lead to good achievement. Employee performance, according to Ngwa *et al.,* (2019), is a measure of an organization's ability to effectively accomplish its objectives. It can be assessed in a variety of ways, such as the dedication shown by people at work, their work ideals, and the unity they exhibit in the workplace. It has to do with output quality as much as quantity. Additionally, the timeliness of output, presence/attendance, job efficiency, and job effectiveness are taken into consideration. Therefore, the successful accomplishment of a task by an individual or group of individuals, as established and evaluated by an organization supervisor, can be properly characterized as employee performance (Nosike, & Nosike, 2022). It also means using resources effectively and efficiently in a changing environment while adhering to established and approved standards. However, according to Nega (2022), performance is defined solely by an employee's behavior and not by the outcomes of that behavior. According to him, performance is all about an employee's actions or behavior rather than merely the results of their labor.

### *Extrinsic Rewards*
According to Ngala *et al*. (2025), extrinsic rewards are material or monetary benefits that are unrelated to the work or task that the employees are performing. These may take the form of bonuses, promotions, fringe perks, allowances, wage incentives, or job security. Another name for them is monetary or financial rewards. Nnabuife *et al.* (2025) defines pay-for-performance as commissions, employment promotions, performance bonuses, tips, gifts, and gratuities. salary increases, work conditions, fringe benefits, security, promotions, contracts of service and the work environment in terms of salary and working conditions are all examples of rewards that are not directly related to the job. He points out that these material benefits are frequently decided at the corporate level and may be mainly outside a manager's control. According to the study, it also includes bonuses, yearly pay increases, competitive salaries and wages, and other indirect types of compensation.

### *Employee pay rise on performance*
It has been demonstrated that pay increases across financial institutions enhance worker performance. In emerging economies, structured pay rise strategies improve employee performance and business success. Despite this, these studies, which mostly focus on worldwide trends or multinational corporations, pay little attention to Nairobi City County's chosen commercial banks. Moreover, little research has

examined the relationship between institutional performance goals and pay increase policies in the banking sector. Nonetheless, this study looked at how employee performance is impacted by wage increases at a few Nairobi City County commercial banks.

A 5% wage boost improved employee performance in South Africa's business sector, but it had minimal effect on government institutions with limited funding, according to the National Treasury (2023). Their study examined wages as a single variable using administrative records and employee questionnaires. Similar problems were reproduced across Africa by Akerele and Nosike (2024), who noted unequal incentive structures and a lack of support. These findings suggest a methodological flaw in the way pay rise components such as annual percentage salary increases and pay rise fairness (equity) are decomposed. The accuracy of existing studies is hampered by its frequent disregard for the nuances of wage changes (Pequity, 2023).

According to Emanuel and Harrington (2020), a Fortune 500 store in the United States experienced a notable rise in productivity and a decrease in employee performance following the implementation of a modest wage increase of $1. Difference in difference study revealed strong causal correlations between extrinsic rewards and employee performance, indicating that extrinsic rewards are a major factor in higher employee performance. Similarly, during periods of inflation, regular assessments of pay increases significantly enhance employee performance (CIPD Pay, 2024). The Uganda Bankers Association (2023) claims that while competitive wage increases helped Uganda's metropolitan banks retain top talent, rural branches saw no progress.

Given these disparities, this study is driven to include employee pay increases as a core variable since they remain one of the most evident and visible forms of extrinsic rewards. Despite international research confirming its importance, the variable is often not fully operationalized in Kenyan and African literature (Mthembu, 2018). Sub-variables like work difficulty, length of employment, percentage of raise, and educational progress were included in the study to provide a more thorough and context-sensitive analysis. In addition to adhering to global best practices, this approach considers local conditions, providing HR managers in the chosen banks with relevant data.

Faiza (2021) looked on the effect of reward programs on worker performance at the commercial banks in Nairobi City County. According to the study, employee performance is significantly raised by both monetary and non-monetary rewards, such as salary increases and recognition. These incentives were found to have a considerable impact on staff engagement and output. Despite their importance, the study found that there is a dearth of empirical research on Nairobi's banking sector, specifically on pay increases and the influence of reward systems on performance in this context. By providing context-specific viewpoints on the relationship between employee performance and extrinsic rewards, Faiza (2021) aimed to bridge this knowledge gap.

### 1.5 Methodology

In order to evaluate the effectiveness of extrinsic rewards across commercial banks in Nairobi City County, the study used a mixed-methods approach that combined quantitative and qualitative data. According to Kothari (2020), the use of a descriptive research approach guarantees an authentic depiction of phenomena as they happen in real life. Slovin's method was used to generate a sample size of 112 participants from the target population of 155 frontline staffs among the six selected commercial banks in Nairobi City County. 96 responded to the data collection tool, resulting in a high response rate of 85.7%. To guarantee proportionate representation across banks and job levels, participants were chosen using stratified random sampling. Structured questionnaires for quantitative analysis and key informant interviews for qualitative insights were used to gather data.

With the help of SPSS Statistical package, quantitative data was analyzed using regression analysis, correlation and descriptive statistics. Expert review and pilot testing were used to establish validity, while Cronbach's alpha was used to demonstrate dependability. NACOSTI approval, informed consent, confidentiality and anonymity were among the ethical factors taken into account. In order to provide a thorough knowledge of how extrinsic rewards affect employee performance, the study used a convergent parallel design in which qualitative and quantitative data were gathered, evaluated independently, and then combined during interpretation.

### 1.6 Findings

This section shows the findings on pay rise towards performance.

***Influence of Pay Rise on Employee Performance***

The study examined Influence of pay rise on employee performance among selected commercial banks in Nairobi City County, Kenya. The degree to which pay increases inspire employee, boost output and raise general job happiness is highlighted in this section. The results provide light on how pay rise function as a major extrinsic reward affecting employee performance in the banking industry.

**Table 1: Pay Rise**

| Statements | N | Mean | Std. Deviation |
|---|---|---|---|
| Compensation is perceived as fair based on the equity of pay rises awarded to employees. | 96 | 3.8021 | 1.19314 |
| Pay rises are implemented based on a consistent annual percentage increase in salary. | 96 | 4.0417 | 1.16001 |
| Promotion opportunities are associated with increased frequency of pay rises. | 96 | 3.8438 | 1.34812 |
| Valid N | 96 | | |

**Source: Research Data (2025)**

The findings on descriptive analyses of pay rise are depicted in table 1 shows that most of the participants agreed with various statements on pay rise as follows: Compensation is perceived as fair based on the equity of pay rises awarded to employees (m=3.8021), Pay rises are implemented based on a consistent annual percentage increase in salary (m=4.0417), Promotion opportunities are associated with increased frequency of pay rises (m=3.8438). The findings imply that most of the respondents had a positive opinion towards pay rise. Pay rise is an extrinsic motivator in commercial banks, as indicated by the majority of respondents who claimed that their pay rise had an impact on their performance at work. Pay rise benefits workers' financial security as well as their sense of worth and recognition within the company, all of which raise morale, dedication and output. Employees are more likely to stay motivated, concentrate on reaching company objectives and perform better when they believe their efforts are being fairly compensated through pay adjustments. This research emphasizes how crucial competitive pay plans are to maintaining employee performance and output in the banking industry.

These results are consistent with existing research, such as Karenge (2024), which found that compensation increases significantly improved staff performance in Kenyan commercial banks. In a similar vein, Ali and Anwar (2021) discovered that compensation reviews enhanced job performance and organizational loyalty in the financial sector, serving as a potent motivator. According to Javaid *et al.* (2025), salary evaluations also increased work satisfaction and performance levels by 68% in the financial industry, underscoring the importance of fair and consistent remuneration procedures. Additionally, according to Bowen (2025), equitable pay plans and periodic compensation changes not only raised employee morale but also aligned workers' efforts with business goals. Bowen's (2025) study found that companies with annual pay reviews had 18% better employee engagement levels and a 22% lower turnover rate than those without established pay review procedures.

***Multiple linear Regression***

The influence of extrinsic rewards on employee performance was investigated using regression analysis among a subset of commercial banks in Nairobi City County, Kenya. The study was able to measure the degree to which pay rise affected employee performance.

**Table 2: Regression Model**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .504[a] | .254 | .246 | .90792 |

a. Predictors: (Constant), Pay rise

b. Dependent: Employee Performance

The model summary in table 2 illustrated how employee performance and pay increases were related. The two variables had a moderately positive relationship, as indicated by the correlation coefficient (R) of 0.504. With a coefficient of determination (R Square) of 0.254, pay increases account for about 25.4% of the variation in employee performance, with other factors not included in the model accounting for the remaining 74.6%. Even after controlling for sample size and predictors, the model's reasonable explanatory power is confirmed by the Adjusted R Square value of 0.246. Pay increases had a significant but not exclusive impact on employee performance, according to the standard error of the estimate (0.90792), which indicates a moderate degree of variability in employee performance prediction.

The findings are consistent with recent research that confirms the moderate but significant association between pay increases and employee performance. For example, a 2024 study by Darmawan (2025) showed that wage had a favorable impact on performance and job motivation, underscoring the significance of remuneration in improving employee outcomes. Furthermore, Velghe's (2024) systematic review of the impact of merit pay confirmed that, although merit-based pay can predict improvements in work motivation and performance, the strength of this relationship varies depending on how employees perceive the relationship between their performance and the rewards they receive. These studies emphasize that although salary increases have an impact on worker performance, they are not the only factors. Important roles are also played by elements including perceived compensation system fairness, work satisfaction, and intrinsic motivation. Therefore, companies looking to improve employee performance should think about a comprehensive strategy that incorporates competitive pay, open mechanisms for evaluating performance, and cultivating a happy work atmosphere.

**Table 3: ANOVA**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 26.347 | 1 | 26.347 | 31.962 | .000[b] |
| | Residual | 77.486 | 94 | .824 | | |
| | Total | 103.833 | 95 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Pay rise

The regression model's overall significance was examined in the ANOVA table 3. The results show that the regression sum of squares is 26.347 with 1 degree of freedom, while the residual sum of squares is 77.486 with 94 degrees of freedom, giving a total variation of 103.833. With a significance value (Sig.) of 0.000, which is less than 0.05, the F-statistic is 31.962. This suggests that pay increases had a significant impact on employee performance since the regression model was statistically significant. Stated differently, the model offered a good fit for forecasting employee performance in relation to salary increases.

In line with the results of your regression model, recent research provide actual proof of the substantial influence of wage increases on worker performance. For example, 2024 study by Noorazem, Sabri, and Mat Nazir found that employee performance and work satisfaction are positively impacted by salary, and structural equation modeling confirmed the importance of these correlations. In a similar vein, Li's 2025 study looked at how intrinsic motivation and job performance were affected by performance-based payments, emphasizing the important role that remuneration plays in improving employee outcomes. These results are consistent the model's significant F-statistic (31.962, Sig. = 0.000), which suggests that employee performance is significantly predicted by salary increases.

**Table 4: Coefficients**

**Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.139 | .328 | | 3.475 | .001 |
| | Payrise | .650 | .115 | .504 | 5.654 | .000 |

a. Dependent Variable: Performance

The coefficients table 4 demonstrated how employee performance was impacted by pay increases. The baseline level of employee performance when pay increases were held at zero was represented by the constant (intercept), which was 1.139. Employee performance was predicted to rise by 0.65 units for every unit increase in pay rise, assuming all other factors remained constant, according to the unstandardized coefficient (B) for pay rise of 0.650. Compared to other potential predictors, the standardized coefficient (Beta) of 0.504 showed that pay increases had a moderately positive impact on performance. Pay increases were a statistically significant predictor of employee performance, as indicated by the t-value of 5.654 and the p-value of 0.000 (less than 0.05).

This demonstrated that pay raises considerably improved worker performance in the banks under study. This is consistent with recent research showing that performance-based compensation and salary increase have a favorable impact on worker productivity. For example, Noorazem, Sabri, and Mat Nazir (2024) discovered that pay increases greatly boost employee motivation and performance, while Li (2025) found that performance-based payments boost productivity when workers believe there is a direct correlation between pay and performance. Additionally, Velghe *et al*. (2024) verified that merit-based compensation somewhat improves performance, however its impact is influenced by elements like intrinsic motivation and perceived fairness. When taken as a whole, these studies corroborate the current findings, indicating that while pay increases significantly improve employee performance, other organizational and individual factors also affect overall performance outcomes.

**1.7 Discussion**

Based on the equity of pay increases given to employees, the majority of respondents (M = 3.8021) confirmed that compensation was viewed as fair. They showed that promotion opportunities were frequently linked to a higher frequency of pay increases (M = 3.8438) and that pay increases were implemented through a consistent annual percentage increase in salary (M = 4.0417). According to these findings, the majority of respondents thought that pay increase was a good way to reward employees. Existing research supports the findings. Karenge (2024), for example, found that salary increases greatly improved worker performance in Kenyan commercial banks. Similar findings were made by Ali and Anwar (2021), who discovered that salary reviews served as a strong motivator in the finance sector by enhancing job performance and organizational loyalty. Bowen (2025) noted that regular compensation adjustments and equitable pay plans not only improved employee morale but also matched worker efforts with company goals. With a correlation coefficient (R) of 0.504, which accounted for 25.4% of the variation, the results demonstrated that pay increases had a moderately positive impact on employee performance. This suggests that although salary increases are a powerful motivator, employee performance is also greatly influenced by other factors. Available studies support the idea that pay rise are crucial for promoting better worker performance and alignment with organizational goals. Employees are more likely to demonstrate organizational loyalty and job performance if they believe their pay is corresponding with their labor. However, dissatisfaction, demotivation and high turnover rates can result from lack of evaluations or infrequency.

**1.8 Conclusion**

The study looked at how employee performance was affected by pay rise at selected commercial banks in Nairobi City County, Kenya. From the correlation analysis, the study found that pay rise was substantially and favorably correlated to the employee performance. The study concluded that pay rise contributes significantly to positive changes in the employee performance. However, the study also pointed out that infrequent salary reviews may lead to high turnover and dissatisfaction, highlighting the necessity of frequent compensation reviews to sustain employee performance. The study looked at how employee performance was affected by promotion at selected commercial banks in Nairobi City County, Kenya. From the regression analysis, the study found that promotion was substantially and favorably correlated to the employee performance.

The study concluded that promotion contributes significantly to positive changes in the employee performance. Workers believed that the possibility of advancement inspired them to go above and beyond their duties and support the success of the company. While opaque processes weakened commitment and trust, equitable promotion systems were found to increase morale and loyalty. While some workers thought the promotion process was fair and merit-based, others voiced concerns about bias, a lack of transparency and poor communication. Given the results, future studies could examine how regular pay reviews affect employee satisfaction and retention in Kenya's banking industry. Future research may also look at how employee performance at various job levels is impacted by how fair salary increase are perceived to be.

### 1.9 Recommendations

To enhance employee performance among the selected commercial banks in Nairobi City County, Kenya. These banks should institutionalize regular and equitable pay review mechanisms alongside transparent promotion practices. Structured compensation adjustments and merit-based advancement opportunities not only boost morale but also align employee efforts with institutional goals. Future policies should prioritize fairness, consistency and clear communication to mitigate dissatisfaction and reduce turnover.

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