Influence of Incentivizing Forces on Nurses' Job Performance at Pagadian City Medical Center: A Study on Workplace Motivation

Meralyn J. Andam

Student, Medina College
Philippines

Abstract:
This study examines the influence of incentivizing forces on nurses' job performance at Pagadian City Medical Center, focusing on workplace motivation through a descriptive-correlational research design. The study involved 86 nurses as respondents, utilizing a researcher-developed questionnaire titled "Perception of Incentivizing Forces and Nurse Job Performance." Data analysis was conducted using frequency count, arithmetic mean, Spearman's rank correlation, and Kruskal-Wallis tests. Demographic analysis revealed that the majority of respondents were aged 21–30 years, predominantly female, with a bachelor's degree, and had 1–5 years of work experience. Most nurses were permanently employed. Regarding perceived incentivizing forces, the overall mean was 3.467, indicating a high perception of factors such as recognition, work-life balance, and job security. Financial incentives and career advancement opportunities were perceived at an average level. Nurses' work performance was rated very high, with an overall mean of 4.463, reflecting excellence in efficiency, patient care quality, professionalism, work engagement, and adaptability. Statistical analysis revealed no significant correlation between perceived incentivizing forces and nurses' job performance ($\rho = -0.77$, $p = 0.479$). Additionally, no significant differences in perceptions of incentivizing forces were found based on demographic variables. The study concludes that while nurses perceive high levels of non-financial incentives, these factors do not significantly correlate with job performance. This suggests that intrinsic motivation may play a more substantial role in performance outcomes. Recommendations include enhancing career development opportunities, implementing formal recognition programs, and reviewing compensation packages to address the average perception of financial incentives. Future research should explore the long-term effects of incentive programs on nurse performance and patient outcomes.

Keywords: Incentives, nurse performance, workplace motivation, healthcare management, job satisfaction

INTRODUCTION

Motivation at work plays a crucial role in influencing nurses' job performance, particularly through the impact of incentivizing forces. In the context of healthcare, these forces include factors such as recognition, professional development opportunities, and a supportive work environment, which collectively enhance job satisfaction and drive. Nurses who feel valued and supported are more likely to exhibit higher levels of engagement and commitment to their roles, resulting in improved patient care and outcomes. Furthermore, when healthcare organizations implement incentive programs, such as bonuses or career advancement opportunities, they foster a culture of motivation that encourages nurses to excel in their job performance. As a result, understanding and leveraging these incentivizing forces becomes essential for promoting a motivated nursing workforce, ultimately benefiting both staff and patients in the healthcare setting.

Motivation in the workplace, particularly among nurses, significantly impacts job performance and organizational commitment. Apex-Apeh et al. (2020) emphasize that motivation and a supportive work environment are crucial predictors of nurses' job performance, highlighting the interplay between these

factors. Similarly, Breed et al. (2020) identify various elements that influence the motivation of nurse leaders, suggesting that a conducive environment can enhance their effectiveness and, consequently, the job performance of their teams. Furthermore, Matahela and van Rensburg (2022) argue that motivation acts as a facilitator of self-leadership among nurse academics, indicating its role in fostering autonomy and proactivity in professional practice. Baculio and Java (2024) explore the connection between organizational strategies and change management practices, demonstrating that motivation is essential for nurses' commitment to their roles. Collectively, these studies underscore the importance of incentivizing forces in enhancing nurses' job performance and fostering a committed workforce in healthcare settings.

The study highlights significant knowledge gaps that necessitate further exploration. While it examines various incentivizing forces such as recognition, career development, and financial incentives, it frequently neglects to analyze the interplay among these factors and their cumulative impact on nurses' job performance. Additionally, the research lacks an in-depth examination of how external variables, including organizational culture and staff dynamics, shape the effectiveness of these motivating forces. Moreover, there is a notable absence of diversity in the sample population, as existing studies often focus on specific demographics or geographic areas, which limits the generalizability of the findings across different healthcare settings. The lack of longitudinal data further complicates the assessment of how motivation and job performance may evolve over time. These knowledge gaps underscore the urgent need for more comprehensive research that integrates a wider array of variables and perspectives, ultimately enhancing the understanding of motivation in nursing practice and informing effective strategies for improving job performance.

This study aims to examine the impact of incentivizing forces on nurses' job performance at Pagadian City Medical Center, focusing on financial incentives, recognition, career advancement opportunities, work-life balance, job security, and organizational policies. By assessing the perceived level of these incentives and evaluating nurses' efficiency, patient care quality, professionalism, commitment, and adaptability, the study seeks to determine the extent to which motivation influences job performance. Additionally, it aims to explore whether demographic factors affect nurses' perceptions of workplace incentives. The findings of this research will provide insights for hospital administrators and policymakers to develop strategies that enhance nurse motivation, ultimately improving healthcare service delivery.

METHODS
Research Design
This study used a descriptive-correlational design to examine the relationship between incentivizing forces and nurses' job performance. As defined by Creswell and Creswell (2018), this design is effective for analyzing associations between variables without manipulation, offering insights into naturally occurring relationships.

Research Setting
The study was conducted at Pagadian City Medical Center (PCMC), a 155-bed Level 2 private tertiary hospital in Pagadian City. With services such as ICU/NICU, dialysis, diagnostics, and specialized clinics, PCMC provided an ideal setting to assess how incentives impact nursing performance.

Research Respondents
Eighty-six nurses from various departments, including ER, wards, ICU, OR, and outpatient services, participated. Eligibility required at least six months of experience at PCMC. A census approach was used unless the population size required stratified random sampling to ensure departmental representation.

Research Instrument
Data were collected using a structured questionnaire consisting of three parts: demographic profile, perception of incentivizing forces (financial, recognition, career growth, work-life balance, and job security), and self-rated job performance (efficiency, care quality, professionalism, engagement, adaptability), rated on a 5-point Likert scale.

Instrument Validity

The tool underwent expert validation for content, face, and construct relevance. A pilot test assessed clarity and internal consistency using Cronbach's Alpha ($\geq$0.70). Test-retest reliability confirmed stability, and the final instrument was approved by the ethics committee.

Data-Gathering Procedure

Data collection began with formal approval from Pagadian City Medical Center and coordination with the nursing department to identify eligible respondents. Informed consent was obtained, emphasizing voluntary participation and confidentiality. The structured survey was administered, with respondents given ample time and access to the researcher for clarification. Completed questionnaires were reviewed for accuracy, verified as needed, and encoded for statistical analysis.

Ethical Considerations

Following APA (2020) guidelines, the study ensured informed consent, voluntary participation, and confidentiality. Ethical clearance was secured from the PCMC Institutional Review Board, with participant welfare and anonymity strictly protected throughout.

Data Analysis

Descriptive statistics summarized demographic data and mean scores on incentivizing forces and job performance. Spearman's Rank Correlation assessed the relationship between variables, while the Kruskal-Wallis test analyzed differences across demographic groups. These methods ensured a rigorous evaluation of the study objectives.

RESULTS AND DISCUSSION

Table 1 - Demographic Profile of the Respondents

Profile	f	%
Age		
21-30 years old	30	34.88
31-40 years old	25	29.07
41-50 years old	20	23.26
51 and above years old	11	12.79
Total	**86**	**100**
Sex		
Male	40	46.51
Female	45	52.33
Prefer not to Answer	1	1.16
Total	**86**	**100**
Educational Attainment		
Bachelor's Degree	70	81.40
Master's Degree	14	16.28
Doctorate Degree	2	2.32
Others (please specify):	0	0
Total	**86**	**100**
Years of Experience		
less than 1 year	10	11.63
1 – 5 years	40	46.51
6 – 10 years	25	29.07
more than 10 years	11	12.79
Total	**86**	**100**
Employment Status		
Permanent	50	58.14

Contractual	20	23.25
Probationary	10	11.63
Part-time	6	6.98
Total	**86**	**100**

The demographic profile of the 86 nurse-respondents at Pagadian City Medical Center reflects a predominantly young and educated workforce. Most are aged 21–30 (34.88%), female (52.33%), and hold a Bachelor's degree (81.40%). Nearly half (46.51%) have 1–5 years of work experience, and the majority (58.14%) are in permanent positions. These characteristics suggest a workforce in the early stages of career development with potential for long-term organizational growth. Literature underscores the impact of demographic factors on work motivation. Ciardi et al. (2021) noted that younger and early-career nurses respond well to developmental incentives, while permanent employees show higher commitment. Higher educational levels often indicate readiness for advancement. Masibo et al. (2024) stressed the need for gender-sensitive workplace strategies, and varying experience levels suggest tailored approaches to motivation. These findings support the need for context-based incentives to enhance job performance.

Table 2.1 – Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center in terms of Financial Incentives

Indicators	Sd	Mean
1. My salary is competitive and aligned with industry standards.	1.14	3.43
2. I receive regular bonuses and incentives based on performance.	1.19	3.37
3. Overtime pay and holiday compensation are provided fairly.	1.12	3.22
4. Financial rewards motivate me to perform better at work.	1.12	3.38
5. The hospital provides adequate financial support for professional development (e.g., training, seminars).	1.14	3.30
Average Mean	**3.342 Average**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High" 4.21 – 5.00 "Very High"

Table 2.1 shows that nurses at Pagadian City Medical Center perceive financial incentives at an overall average level (mean = 3.34), suggesting that while salary and monetary rewards contribute moderately to motivation, they are not consistently strong enough to drive high job satisfaction or performance. The highest-rated item—salary competitiveness (mean = 3.43)—reflects a generally positive perception of base pay, while the lowest-rated item—fairness of overtime and holiday compensation (mean = 3.22)—highlights concerns in supplementary pay. These findings support previous research (Ejigu et al., 2023; Olaniran et al., 2021; Salehi et al., 2021) that financial incentives alone are insufficient and should be paired with non-financial motivators such as professional development, recognition, and supportive work environments to effectively boost nurse engagement and retention.

Table 2.2 – Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center in terms of Recognition and Appreciation

Indicators	Sd	Mean
1. My contributions to the hospital are acknowledged by my superiors.	1.13	3.51
2. I receive verbal or written recognition for my hard work.	1.15	3.58
3. Awards or incentives are given to outstanding employees.	1.20	3.51
4. I feel valued as a nurse in this hospital.	1.12	3.55
5. Positive feedback from supervisors and patients enhances my motivation.	1.21	3.53
Average Mean	3.540 High	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High" 4.21 – 5.00 "Very High"

Table 2.2 reveals that nurses at Pagadian City Medical Center perceive a high level of recognition and appreciation (mean = 3.54), indicating that acknowledgment practices—such as verbal praise and expressions of value—are effectively motivating and enhancing morale. The highest-rated item, "I receive verbal or written recognition for my hard work" (mean = 3.58), reflects the importance of direct supervisor acknowledgment, while the lowest, "Awards or incentives are given to outstanding employees" (mean = 3.51), suggests that formal reward systems, though present, may benefit from further strengthening. These results echo findings by Eddy et al. (2020), Kallio et al. (2022), and ZareKhafri et al. (2022), which emphasize that consistent recognition significantly contributes to job satisfaction, performance, and a stronger commitment to patient care.

Table 2.3 – Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center in terms of Career Advancement Opportunities

Indicators	Sd	Mean
1. The hospital provides clear pathways for career growth.	1.11	3.29
2. There are opportunities for promotion based on performance.	1.15	3.39
3. The hospital supports continuing education and further training.	1.09	3.38
4. I have access to mentorship and professional guidance.	1.04	3.37
5. Career development programs help me improve my skills.	1.20	3.36
Average Mean	**3.360 Average**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High" 4.21 – 5.00 "Very High"

Table 2.3 shows that nurses at Pagadian City Medical Center perceive career advancement opportunities at an average level (mean = 3.36), suggesting that while some support exists—such as training and promotion pathways—these efforts may lack clarity, consistency, or accessibility to fully motivate staff. The highest-rated item, "There are opportunities for promotion based on performance" (mean = 3.39), indicates moderate confidence in merit-based advancement, while the lowest, "The hospital provides clear pathways for career growth" (mean = 3.29), highlights a lack of structured guidance. These findings align with studies by Kaur (2024), Zakaria and Aditama (2024), and King et al. (2020b), which stress that effective career development must be transparent, well-integrated, and aligned with employee goals to sustain motivation and professional growth.

Table 2.4 – Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center in terms of Work-Life Balance

Indicators	Sd	Mean
1. My work schedule allows me to maintain a balance between personal and professional life.	1.25	3.62
2. I receive sufficient rest days and leave benefits.	1.26	3.46
3. My workload is reasonable and does not lead to burnout.	1.20	3.67
4. Flexible scheduling options are available when needed.	1.08	3.66
5. The hospital provides wellness programs to support employees' well-being.	1.21	3.40
Average Mean	**3.567 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High" 4.21 – 5.00 "Very High"

Table 2.4 shows that nurses at Pagadian City Medical Center perceive a high level of work-life balance (mean = 3.57), indicating that the hospital generally supports staff in managing personal and professional demands, which likely enhances job satisfaction and reduces burnout. The highest-rated item, "My workload is reasonable and does not lead to burnout" (mean = 3.67), and "Flexible scheduling options are available when needed" (mean = 3.66), emphasize the positive impact of manageable workloads and schedule flexibility. However, the lowest-rated indicator, "The hospital provides wellness programs to support employees' well-being" (mean = 3.40), suggests room for improvement in wellness initiatives. These findings align with

literature highlighting the importance of supportive environments, fair workload distribution, and stress-reduction programs in fostering motivation and performance among healthcare workers (Falguera et al., 2020; Navarro, 2023; Sy et al., 2023).

Table 2.5 – Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center in terms of Job Security and Organizational Policies

Indicators	Sd	Mean
1. I feel secure in my current job position.	1.12	3.44
2. The hospital provides clear and fair employment policies.	1.01	3.66
3. I receive timely and transparent communication regarding job security.	1.19	3.53
4. Organizational policies protect and support employees' rights.	1.17	3.45
5. The hospital follows fair and unbiased disciplinary procedures.	1.10	3.53
Average Mean	**3.526 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High" 4.21 – 5.00 "Very High"

Table 2.5 shows that nurses at Pagadian City Medical Center perceive a high level of job security and fairness in organizational policies, with an average mean of 3.53. The highest-rated item, "The hospital provides clear and fair employment policies" (3.66), reflects strong confidence in transparent and equitable guidelines, while the lowest-rated, "I feel secure in my current job position" (3.44), suggests some lingering uncertainty about long-term stability. Overall, the results indicate that the hospital maintains systems that generally promote trust and security, reinforcing motivation and job satisfaction. These findings are supported by literature emphasizing that job security and fair organizational practices are essential for employee commitment, satisfaction, and performance (Hoxha et al., 2024; Aman-Ullah et al., 2022; Rhoda & Idubor, 2024).

Table 2.6 – Summary of the Summary of the Level of Incentivizing Forces Perceived by Nurses at Pagadian City Medical Center

Components	Mean	Interpretation
Financial Incentives	3.342	Average
Recognition and Appreciation	3.540	High
Career Advancement Opportunities	3.360	Average
Work-Life Balance	3.567	High
Job Security and Organizational Policies	3.526	High
Average Mean	**3.467 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 2.6 reveals that nurses at Pagadian City Medical Center perceive the overall level of incentivizing forces as high, with an average mean of 3.47, indicating an environment that generally fosters motivation and job satisfaction. Among the components, Work-Life Balance (3.57) is rated highest, reflecting strong support for managing professional and personal responsibilities, followed closely by Job Security and Organizational Policies (3.53), which underscores nurses' trust in workplace fairness and stability. Conversely, Financial Incentives (3.34) and Career Advancement Opportunities (3.36) received average ratings, suggesting these areas may need enhancement to better motivate and retain staff. These results align with literature emphasizing that both intrinsic motivators—such as supportive work environments—and extrinsic incentives—like fair compensation and job security—are critical to sustaining nurses' engagement, well-being, and performance (Niinihuhta et al., 2022; Karaferis et al., 2022; Labrague, 2023).

Table 3.1 – Level of Nurses' Performance in terms of Efficiency in Task Completion

Indicators	Sd	Mean

1.	I complete assigned tasks efficiently and on time.	0.58	4.50
2.	I prioritize tasks effectively to meet deadlines.	0.70	4.43
3.	I am able to handle multiple responsibilities efficiently.	0.68	4.32
4.	I work well under pressure and maintain productivity.	0.67	4.33
5.	I seek ways to improve workflow and reduce inefficiencies.	0.65	4.53
Average Mean		**4.426 Very High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.1 indicates that nurses at Pagadian City Medical Center exhibit a very high level of efficiency in task completion, with an average mean of 4.43, demonstrating strong organizational skills and effective time management crucial for quality patient care. The highest-rated item, "I seek ways to improve workflow and reduce inefficiencies" (4.53), highlights nurses' proactive commitment to continuous improvement, while "handling multiple responsibilities efficiently" scored slightly lower (4.32) but remains very high, suggesting room for additional support in multitasking. These findings align with studies emphasizing that enhanced time management and ongoing skill development significantly improve nursing performance and patient safety (Zyoud, 2023; Qtait, 2024; Labrague, 2023), underscoring the value of organizational support in sustaining high efficiency.

Table 3.2 - Level of Nurses' Performance in terms of Quality of Patient Care

Indicators	Sd	Mean
1. I ensure that patients receive high-quality and safe care.	0.75	4.40
2. I follow hospital protocols and best practices in patient care.	0.77	4.41
3. I communicate effectively with patients to understand their needs.	0.58	4.43
4. I maintain accuracy in documenting patient records.	0.77	4.33
5. I show compassion and empathy in providing care to patients.	0.84	4.36
Average Mean	**4.391 Very High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.2 shows that nurses at Pagadian City Medical Center deliver a very high level of quality patient care, with an average mean of 4.39, reflecting strong adherence to safety protocols, effective communication, and compassionate care essential for positive health outcomes. The highest-rated indicator, "I communicate effectively with patients to understand their needs" (4.43), underscores the critical role of communication in personalized care, closely followed by adherence to hospital protocols (4.41) and commitment to patient safety (4.40). Attention to accurate documentation (4.33) and empathy (4.36) further highlight nurses' holistic approach to care. These findings align with the Quality-Caring Model (Duffy, 2022) and research emphasizing the importance of relational nursing, patient-centered administration, and nurse leadership in fostering safety, satisfaction, and interdisciplinary collaboration, which together sustain excellence in patient care (Bhati et al., 2023; Stucky et al., 2022).

Table 3.3 - Level of Nurses' Performance in terms of Quality of Professionalism and Ethical Standards

Indicators	Sd	Mean
1. I uphold high ethical standards in my nursing practice.	1.01	4.25
2. I demonstrate professionalism in my interactions with colleagues.	0.73	4.30
3. I respect patient confidentiality and hospital policies.	0.91	4.17
4. I adhere to ethical guidelines in medical decision-making.	0.85	4.44
5. I act responsibly and accountably in all nursing duties.	0.95	4.22
Average Mean	**4.279 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.3 shows that nurses at Pagadian City Medical Center maintain a high level of professionalism and ethical standards (mean = 4.279), demonstrating strong commitment to ethical practice, accountability, and respectful conduct. The highest score was for adherence to ethical guidelines in decision-making (4.44), while respecting patient confidentiality scored slightly lower (4.17), indicating room for improvement. These results align with Hussein and Abou Hashish (2023), Ibrahim (2024), and Hosseini Choupani et al. (2024), who emphasize the importance of ethics, advocacy, and organizational support in sustaining nursing professionalism and patient safety.

Table 3.4 - Level of Nurses' Performance in terms of Quality of Work Engagement and Commitment

Indicators	Sd	Mean
1. I am passionate about my role as a nurse.	0.92	4.27
2. I actively participate in team collaborations and hospital initiatives.	0.80	4.38
3. I am committed to achieving the hospital's goals and objectives.	0.65	4.32
4. I take initiative in improving hospital procedures and patient care.	0.76	4.32
5. I go beyond my job requirements when necessary.	0.92	4.33
Average Mean	**4.330 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.4 shows that nurses at Pagadian City Medical Center have a high level of work engagement and commitment (mean = 4.330), reflecting strong motivation, dedication, and active involvement in their roles. The highest-rated indicator, participation in team collaborations and hospital initiatives (4.38), highlights the importance of teamwork, while passion for the nursing role scored slightly lower (4.27) but remains high. These results align with Delima et al. (2024) and Kohnen et al. (2024), who stress that motivation, supportive supervision, and engaging leadership enhance nursing performance and work engagement, ultimately benefiting patient care and organizational success.

Table 3.5 - Level of Nurses' Performance in terms of Adaptability and Continuous Learning

Indicators	Sd	Mean
1. I adapt well to changes in hospital policies and procedures.	0.79	4.29
2. I actively seek opportunities for professional growth.	0.73	4.41
3. I am open to feedback and willing to improve my performance.	0.78	4.43
4. I stay updated with the latest nursing trends and technologies.	0.82	4.31
5. I handle new challenges with confidence and a positive attitude.	0.82	4.18
Average Mean	**4.328 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.5 shows that nurses at Pagadian City Medical Center exhibit a high level of adaptability and continuous learning (mean = 4.328), reflecting their openness to change, commitment to professional growth, and proactive attitude toward improving competencies. The highest-rated indicators—being open to feedback (4.43) and actively seeking growth opportunities (4.41)—highlight nurses' readiness for self-improvement, while handling new challenges (4.18) remains strong but suggests some occasional difficulties. These findings align with Graebe (2024), who stresses ongoing development as vital for nursing competence, and Wymer and Stucky (2022), who emphasize trust and support in fostering change and innovation. Duffy (2022) further highlights the importance of caring relationships in supporting adaptability, illustrating the complex factors that underpin continuous learning in nursing.

Table 3.6 - Summary of the Level of Nurses' Performance

Components	Mean	Interpretation
Efficiency in task completion;	4.426	High
Quality of patient care;	4.391	High
Professionalism and ethical standards;	4.279	High
Work engagement and commitment; and	4.330	High
Adaptability and continuous learning?	4.328	High
Average Mean	**4.351 High**	

Scale: 1.0 – 1.80 "Very Low", 1.81 – 2.60 "Low", 2.61 – 3.40 "Average", 3.41 – 4.20 "High", 4.21 – 5.00 "Very High"

Table 3.6 shows that nurses at Pagadian City Medical Center consistently perform at a high level across key areas—efficiency (4.426), quality of patient care, professionalism (4.279), work engagement, and adaptability—with an overall average mean of 4.351. This reflects their strong commitment to timely, quality work and continuous growth, though professionalism and ethical standards indicate some room for improvement. These findings support research by Al-Ajarmeh et al. (2021), highlighting the positive impact of conflict management on performance, and Roczniewska and Bakker (2021), who emphasize the importance of supportive environments to prevent burnout and sustain nurses' high performance.

Table 4 - Test of Significant Relationship Between Incentivizing Forces and Nurses' Performance

Variables	r value	p-value	Decision
Incentivizing Forces and Nurses' Performance	-0.77	0.479	retain the H_o

Note: If $p \leq 0.05$, with a significant difference

Table 4 reveals a strong negative correlation (r = -0.77) between incentivizing forces and nurses' performance, but with a non-significant p-value of 0.479, indicating no statistically significant relationship and leading to retention of the null hypothesis. This suggests that extrinsic incentives alone do not significantly influence nurses' performance at Pagadian City Medical Center, highlighting the likely greater impact of intrinsic motivators like job satisfaction and workplace culture. These results align with Meifilina and Haris (2021), who found leadership and incentives affect motivation but not performance significantly; Iqbal and Riaz (2021), who noted mixed effects of incentives on performance perception; and Liu and Liu (2022), who emphasized that transformational leadership outweighs monetary incentives in enhancing nurse performance.

Table 5 - Test of Significant Difference on the Incentivizing Forces when Respondents are Grouped According to their Demographic Profile

Variables	df	P value	Decision
Incentivizing Forces vs. Age	3	0.995	retain the H_o
Incentivizing Forces vs. Sex	2	0.797	retain the H_o
Incentivizing Forces vs. Educational Attainment	2	0.975	retain the H_o
Incentivizing Forces vs. Years of Experience	3	0.556	retain the H_o
Incentivizing Forces vs. Employment Status	3	0.169	retain the H_o

Note: If $p \leq 0.05$, with a significant difference

Table 5 shows no significant differences in nurses' perceptions of incentivizing forces across demographic groups, with all p-values above 0.05, leading to retention of the null hypotheses. This indicates that age, sex, educational attainment, years of experience, and employment status do not significantly affect how nurses at Pagadian City Medical Center view incentives, suggesting a consistent perception regardless of demographics. These findings imply that standardized incentive policies may be in place, though other factors like job roles or personal preferences might better explain motivation. This contrasts with studies such as Zou et al. (2022), where demographics influenced nurses' work perceptions, highlighting the need to consider broader elements like staffing, burnout, and pay in understanding nurse motivation and retention.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study on the influence of incentivizing forces on nurses' job performance at Pagadian City Medical Center reveals that while nurses perceive high levels of non-financial incentives such as recognition, work-life balance, and job security, these factors do not significantly correlate with their job performance. Despite high ratings in work performance indicators like adaptability, professionalism, and patient care quality, statistical analysis indicates no significant relationship between perceived incentives and performance outcomes. This suggests that while positive workplace conditions are valued, they may not directly enhance job performance. The lack of significant correlation could be attributed to the over justification effect, where external incentives may diminish intrinsic motivation. Additionally, the study found no significant differences in perceptions of incentivizing forces based on demographic variables, indicating a uniformity in how incentives are perceived across different nurse groups. These findings highlight the complexity of motivation in nursing and suggest that a multifaceted approach, including both intrinsic and extrinsic factors, is essential for enhancing job performance.

Recommendation

Based on the study's findings, several recommendations are proposed. For nurses, actively engaging in training, workshops, and mentorship programs can enhance skills and create opportunities for career advancement, which in turn improves job satisfaction and performance. Hospital administration and management are encouraged to implement formal recognition programs, such as 'Employee of the Month' or annual awards, to acknowledge outstanding performance and foster a culture of appreciation that motivates staff. Patients and healthcare recipients can support a positive work environment by providing constructive feedback and expressing gratitude, which boosts nurses' morale and commitment to quality care. Policymakers and healthcare institutions should consider improving financial incentives by reviewing compensation packages, including salaries, bonuses, and allowances, to better reflect nurses' vital role, thereby enhancing retention and job satisfaction. Lastly, future researchers are encouraged to conduct longitudinal studies to evaluate the long-term impact of incentive programs on nurse performance and patient outcomes, providing valuable insights for developing effective workforce strategies.

REFERENCES:

1. Almajdi, A. L. A., Alanazi, R. M. A., Drayfeel, S. K. S. A. F., Alanazi, G., Alruwaili, L. T., & Alhazmi, Y. R. S. (2024). THE IMPACT OF CONTINUING EDUCATION ON THE EFFICIENCY AND PERFORMANCE OF HEALTHCARE PRACTITIONERS ACROSS DIFFERENT SPECIALTIES. Gland Surgery, 9(2), 332-340.
2. Al-Ajarmeh, D. O., Rayan, A. H., Eshah, N. F., & Al-Hamdan, Z. M. (2021). Nurse–nurse collaboration and performance among nurses in intensive care units. *Nursing in Critical Care*, *27*(6), 747–755. https://doi.org/10.1111/nicc.12745
3. Alanazi, R., Bahari, G., Alzahrani, Z. A., Alhaidary, A., Alharbi, K., Albagawi, B. S., & Alanazi, N. H. (2023). Exploring the factors behind nurses' decision to leave clinical practice: Revealing causes for leaving and approaches for enhanced retention. Healthcare, 11(24), 3104. https://doi.org/10.3390/healthcare11243104
4. Alanazi, R., Bahari, G., Alzahrani, Z. A., Alhaidary, A., Alharbi, K., Albagawi, B. S., & Alanazi, N. H. (2023). Exploring the Factors behind Nurses' Decision to Leave Clinical Practice: Revealing Causes for Leaving and Approaches for Enhanced Retention. *Healthcare*, *11*(24), 3104. https://doi.org/10.3390/healthcare11243104
5. Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W. and Abdullah Abbas, Y. (2022), "The impact of job security, job satisfaction and job embeddedness on employee retention: an empirical investigation of Pakistan's health-care industry", *Journal of Asia Business Studies*, Vol. 16 No. 6, pp. 904-922. https://doi.org/10.1108/JABS-12-2020-0480
6. American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). https://doi.org/10.1037/0000165-000

7. Apex-Apeh, C. O., Ujoatuonu, I. V., Ugwu, J. I., & Olowu, C. T. (2020). Motivation and work environment as predictors of job performance among nurses. Nigerian Journal of Psychological Research, 16(1).

8. Baculio, C. C. L., & Java, J. J. (2024). ORGANIZATIONAL STRATEGIES, CHANGE MANAGEMENT PRACTICES, AND MOTIVATION ON NURSES'COMMITMENT. Ignatian International Journal for Multidisciplinary Research, 2(4), 378-448.

9. Bhati, D., Deogade, M. S., & Kanyal, D. (2023). Improving patient outcomes through effective hospital administration: a comprehensive review. *Cureus*, *15*(10).

10. Breed, M., Downing, C., & Ally, H. (2020). Factors influencing motivation of nurse leaders in a private hospital group in Gauteng, South Africa: A quantitative study. Curationis, 43(1), 1-9.

11. Choupani, S. S. H., Ghaffari, S., Jafari, H., Bazarafshan, M., & Gholampour, M. H. (2024). Professional ethics and ethical challenges related to nurses and patients: A narrative review. *Journal of Nursing Reports in Clinical Practice*, *0*(0), 0. https://doi.org/10.32598/jnrcp.2403.1055

12. Ciardi, F., Menon, V., Jensen, J. L., Shariff, M. A., Pillai, A., Venugopal, U., Kasubhai, M., Dimitrov, V., Kanna, B., & Poole, B. D. (2021). Knowledge, Attitudes and Perceptions of COVID-19 Vaccination among Healthcare Workers of an Inner-City Hospital in New York. *Vaccines*, *9*(5), 516. https://doi.org/10.3390/vaccines9050516

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

14. Delima, M., Dioso, R. I., Aljaberi, M. A., Anggreiniboti, T., Raymond, J., Devitra, A., & Elghannam, T. A. (2024). Relationship of motivation and supervision with nurse performance in implementing nursing care. International Journal of Nursing Information, 3(2), 22–30. https://doi.org/10.58418/ijni.v3i2.103

15. Delima, M., Dioso, R. I., Aljaberi, M. A., Anggreiniboti, T., Raymond, J., Devitra, A., & Elghannam, T. A. (2024). Relationship of Motivation and Supervision with Nurse Performance in Implementing Nursing Care. *International Journal of Nursing Information*, *3*(2), 22–30. https://doi.org/10.58418/ijni.v3i2.103

16. Duffy, J. R. (2022). Quality caring in nursing and health systems: Implications for clinicians, educators, and leaders (4th ed.). Springer Publishing Company

17. Eddy, J. R., Kovick, L., & Caboral-Stevens, M. (2020). Meaningful recognition. *Nursing Management*, *52*(1), 14–21. https://doi.org/10.1097/01.numa.0000724888.63400.f2

18. Ejigu, B. A., Shiferaw, S., Moraga, P., Seme, A., Yihdego, M., Zebene, A., Amogne, A., & Zimmerman, L. (2023). Spatial Analysis of Modern Contraceptive use among women who need it in Ethiopia: Using geo-referenced data from Performance Monitoring for Action. *Research Square (Research Square)*. https://doi.org/10.21203/rs.3.rs-3012842/v1

19. Falguera, C. C., De Los Santos, J. a. A., Galabay, J. R., Firmo, C. N., Tsaras, K., Rosales, R. A., Mirafuentes, E. C., & Labrague, L. J. (2020). Relationship between nurse practice environment and work outcomes: A survey study in the Philippines. *International Journal of Nursing Practice*, *27*(1). https://doi.org/10.1111/ijn.12873

20. Graebe, J. (2024). Advancing nursing practice: The evolution and impact of continuing professional development. The Journal of Continuing Education in Nursing, 55(4), 153–156. https://doi.org/10.3928/00220124-20240318-02

21. Graebe, J. (2024). Advancing Nursing Practice: The evolution and impact of continuing professional development. *The Journal of Continuing Education in Nursing*, *55*(4), 153–156. https://doi.org/10.3928/00220124-20240318-02

22. Hansen A, Tuttas C. Professional Choice 2020-2021: Travel Nursing Turns the Tide. Nurse Lead. 2022 Apr;20(2):145-151. doi: 10.1016/j.mnl.2021.12.018. Epub 2022 Feb 9. PMID: 35165526; PMCID: PMC8828254.

23. Hoxha, G., Simeli, I., Theocharis, D., Vasileiou, A., & Tsekouropoulos, G. (2024). Sustainable Healthcare Quality and Job Satisfaction through Organizational Culture: Approaches and Outcomes. *Sustainability*, *16*(9), 3603. https://doi.org/10.3390/su16093603

24. Hussein, A. H. M., & Hashish, E. a. A. (2023). Relationship between nurses' ethical ideology, professional values, and clinical accountability. *Nursing Ethics*, *30*(7–8), 1171–1189. https://doi.org/10.1177/09697330231172282

25. Iqbal, Z., & Riaz, S. (2021). Influence of incentives on nurses' performance. NURSEARCHER (Journal of Nursing & Midwifery Sciences), 1(02), 17–20. https://doi.org/10.54393/nrs.v1i02.10

26. Kallio, H., Kangasniemi, M., & Hult, M. (2022). Registered nurses' perceptions of having a calling to nursing: A mixed-method study. *Journal of Advanced Nursing*, *78*(5), 1473–1482. https://doi.org/10.1111/jan.15157

27. 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

28. Karaferis, D., Aletras, V., Raikou, M., & Niakas, D. (2022). Factors influencing motivation and work engagement of healthcare professionals. *Materia Socio Medica*, *34*(3), 216. https://doi.org/10.5455/msm.2022.34.216-224

29. Kaur, J. (2024). The pulse of performance. In *Advances in logistics, operations, and management science book series* (pp. 191–214). https://doi.org/10.4018/979-8-3693-4387-6.ch008

30. King, R., Taylor, B., Talpur, A., Jackson, C., Manley, K., Ashby, N., Tod, A., Ryan, T., Wood, E., Senek, M., & Robertson, S. (2020). Factors that optimise the impact of continuing professional development in nursing: A rapid evidence review. *Nurse Education Today*, *98*, 104652. https://doi.org/10.1016/j.nedt.2020.104652

31. Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., & Sermeus, W. (2024). Engaging leadership and nurse well-being: The role of the work environment and work motivation—a cross-sectional study. Human Resources for Health, 22(1), Article 8. https://doi.org/10.1186/s12960-023-00886-6

32. Kohnen, D., De Witte, H., Schaufeli, W.B. *et al.* Engaging leadership and nurse well-being: the role of the work environment and work motivation—a cross-sectional study. *Hum Resour Health* **22**, 8 (2024). https://doi.org/10.1186/s12960-023-00886-6

33. Labrague, L. J. (2023). The impact of job burnout on nurses' caring behaviors: Exploring the mediating role of work engagement and job motivation. *International Nursing Review*, *71*(3), 653–660. https://doi.org/10.1111/inr.12899

34. 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

35. 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*. https://doi.org/10.3389/fpubh.2021.778101

36. Masibo, R.M., Kibusi, S.M. & Masika, G.M. Nurses, non-nurse healthcare providers, and clients' perspectives, encounters, and choices of nursing gender in Tanzania: a qualitative descriptive study. *BMC Nurs* **23**, 353 (2024). https://doi.org/10.1186/s12912-024-02027-3

37. Matahela, V. E., & van Rensburg, G. H. (2022). Motivation as a facilitator of self-leadership in nurse academics. Heliyon, 8(6).

38. Meifilina, A., & Haris, A. (2021). The influence of leadership and incentives on nurse performance through motivation in the inpatient room of the Makassar General Hospital Labuang Baji. Proceedings of the International Conference on Industrial Engineering and Operations Management, 3689–3695. Retrieved from

39. Meifilina, A., & Haris, A. (2021). The influence of leadership and incentives on nurse performance through motivation in the inpatient room of the Makassar general hospital Labuang Baji. In *Proceedings of the International Conference on Industrial Engineering and Operations Management* (pp. 3689-3695). IEOM Society International.

40. Navarro, S. P. (2023). Understanding the Relationship of Perceived Managerial Support and Practice Environment among Staff Nurses. *Journal of Nursing Practice Applications & Reviews of Research*, 28.

41. Niinihuhta, M., Terkamo-Moisio, A., Kvist, T. and Häggman-Laitila, A. (2022), "A comprehensive evaluation of factors affecting nurse leaders' work-related well-being", *Leadership in Health Services*, Vol. 35 No. 3, pp. 460-474. https://doi.org/10.1108/LHS-12-2021-0098

42. Olaniran, A., Madaj, B., Bar-Zeev, S., Banke-Thomas, A., & Van Den Broek, N. (2021). Factors influencing motivation and job satisfaction of community health workers in Africa and Asia—A multi-country study. *The International Journal of Health Planning and Management*, *37*(1), 112–132. https://doi.org/10.1002/hpm.3319

43. Qtait, M. (2024). *Effectiveness of Time Management Training Program on Patient Quality of Care Performed by Nurses Working in Intensive Care Units in the West Bank Government Hospitals* (Doctoral dissertation, AAUP).

44. Riaz, S., & Iqbal, Z. (2021). Influence of incentives on nurses' performance. *NURSEARCHER (Journal of Nursing & Midwifery Sciences)*, 17–20. https://doi.org/10.54393/nrs.v1i02.10

45. Roczniewska, M., & Bakker, A. B. (2021). Burnout and self-regulation failure: A diary study of self-undermining and job crafting among nurses. *Journal of Advanced Nursing*, *77*(8), 3424–3435. https://doi.org/10.1111/jan.14872

46. Stucky, C. H., Wymer, J. A., & House, S. (2022). Nurse Leaders: Transforming interprofessional relationships to bridge healthcare quality and safety. *Nurse Leader*, *20*(4), 375–380. https://doi.org/10.1016/j.mnl.2021.12.003

47. Wymer, J. A., & Stucky, C. H. (2023). Trust and nursing: Delivering effective change management and driving a culture of innovation. Nursing Administration Quarterly, 47(1), 13–19. https://doi.org/10.1097/NAQ.0000000000000553

48. Zakaria, Z., & Aditama, W. A. R. Y. (2024, July). Nurse Motivation in Improving Career Level: A Concept Analysis. In *PROCEEDINGS OF THE 2ND LAWANG SEWU INTERNATIONAL SYMPOSIUM ON HEALTH SCIENCES: Nursing (lsishs-n 2023).* (Vol. 78, p. 138). Springer Nature.

49. ZareKhafri, F., Torabizadeh, C., & Jaberi, A. (2022). Nurses' perception of workplace discrimination. *Nursing Ethics*, *29*(3), 675–684. https://doi.org/10.1177/09697330211015291

50. Zou, Y., Wang, H., Chen, Y., Xie, H., Chen, Y., & Wang, G. (2022). Factors influencing quality of life and work of male nurses in Hainan Province: Logistic regression analysis. American Journal of Translational Research, 14(4), 2367–2374.

51. Zou, Y., Wang, H., Chen, Y., Xie, H., Chen, Y., & Wang, G. (2022). Factors influencing quality of life and work of male nurses in Hainan Province: logistic regression analysis. *American journal of translational research*, *14*(4), 2367–2375.

52. Zyoud, S. H., & Zyoud, A. H. (2023). Water, sanitation, and hygiene global research: evolution, trends, and knowledge structure. *Environmental Science and Pollution Research*, *30*(56), 119532-119548.