



Effect of motivation and work patterns on performance through incentive intervention at Pertamina IHC clinic

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Article Info	Abstract
<p>Keywords: Motivation, Work Patterns, Incentives, Employee Performance,</p>	<p><i>This study aims to analyze the influence of motivation and work patterns on employee performance with incentives as an intervening variable for employees at the Pertamina IHC Clinic. The background of the study is based on the importance of improving employee performance in facing the demands of competitive healthcare services, where individual motivation and work pattern arrangements are believed to play a significant role. This study uses a quantitative approach with a survey method through questionnaires distributed to a number of employees as respondents. Data were analyzed using Structural Equation Modeling (SEM) or Partial Least Square (PLS) techniques to test direct and indirect relationships between variables. The results show that motivation and work patterns have a significant positive effect on employee performance. Incentives are only proven to play a role as an intervening variable that strengthens the relationship between work patterns and performance. This finding emphasizes the importance of human resource management strategies that not only pay attention to internal factors (motivation) and work systems (work patterns), but also strengthen them through the provision of appropriate incentives. This study enriches the theory of human resource management in the health sector by showing that clinical staff performance is not only influenced by motivation and work patterns, but is also significantly mediated by the design of appropriate incentive interventions.</i></p>

1. INTRODUCTION

The causal relationship between motivation and performance is becoming increasingly clear. Recent cross-lagged meta-analyses indicate that work motivation does indeed drive performance, rather than simply correlate with it; the population correlation estimate for intrinsic motivation is \approx moderate (around 0.28) (Wang et al., 2024). Incentives are effective but highly contextual. Recent evidence in healthcare and organizations suggests that “pay-for-performance (P4P)” can improve task performance, but its effects are variable; the design and how (mode of delivery, perceived fairness) determine whether incentives enhance or suppress intrinsic motivation (Chen et al., 2023). Lessons from Indonesia (KBK JKN). Performance-Based Capitation (KBK) reform has not consistently changed service utilization patterns (from secondary to primary referrals), indicating a design and implementation gap in incentive schemes in local healthcare services (Sambodo et al., 2023).



Work patterns or shifts on performance and safety. Team incentives versus individuals. Meta-analyses show that incentives, including team-based ones, have a positive impact; for highly interdependent clinical work, team structures are often more aligned with collective output (quality of service) (Garbers, 2013). Incentives mediate the influence on Performance (task, contextual or OCB (Organizational Citizenship Behavior), and minimal counterproductive work behavior) (Landry et al., 2020).

The novelty of this research lies in its in-depth analytical focus on incentive interventions as mediators between motivation and work patterns and employee performance, particularly in the context of the Pertamina IHC Clinic. While the relationship between motivation, work patterns, incentives, and performance has been extensively researched, this study adds novelty by examining the mediating role of incentives to understand how these two factors influence performance through adjustments or incentives. Incentives are expected to increase employee motivation so that they work better, which in turn can improve overall performance (Anzhari, 2024). With adequate incentives, employees will be more motivated to achieve targets, which indirectly improves their overall performance (Mayki et al., 2024). Incentives act as an intermediary that connects motivation and work patterns with employee performance, making the relationship stronger (Anton, 2024). Understanding how incentives affect performance can help organizations deliver more targeted incentives, leading to increased efficiency and productivity (Basir & Wati, 2024). Evidence on P4P (Pay-for-Performance) or incentives in healthcare is inconsistent across contexts, so local evidence on corporate clinics (such as oil and gas industry clinic networks) is important for determining effective and equitable designs (Diaconu et al., 2021).

This study contributes to enriching the literature on human resource management in the healthcare sector by examining the integration of motivation, work patterns, and incentives in influencing employee performance. The novelty of the study lies in the empirical context of the Pertamina IHC Clinic, which represents industrial corporate clinics in Indonesia, the separation of performance dimensions (quantity and quality), and the analysis of the role of incentives as an intervening variable linking both motivation and work patterns to employee performance. The results of the study are expected to provide a new theoretical basis and practical recommendations for motivation-based HR management strategies, work pattern arrangements, and effective incentive design.

At the IHC Pertamina Clinic, employee performance shows variations that cannot be fully explained by motivation levels or work patterns alone. While theory and empirical findings confirm that motivation and work patterns influence output, their effectiveness in a healthcare context depends heavily on the presence and design of appropriate incentives. The heterogeneity of results from incentive schemes across the healthcare sector, both globally and in Indonesia, indicates that incentives can strengthen, neutralize, or even weaken the influence of motivation and work patterns on performance. Thus, a key issue remains unclear: how and to what extent incentives act as intermediary variables explaining the relationship between motivation, work patterns, and employee performance in corporate clinics like IHC Pertamina.

This study aims to understand how employee motivation and work patterns play a role in shaping performance at the Pertamina IHC Clinic, and to examine the extent to which incentives can act as a bridge that strengthens or changes this relationship. Through an analytical approach that examines both direct and indirect influences, this study seeks to identify whether motivation can drive consistent performance improvement, whether the implemented work patterns can create better service performance, and how incentive interventions can mediate these two factors. By examining these three main components in one integrative model, this study is expected to provide a more comprehensive understanding of the mechanisms of employee performance formation in a corporate clinic environment, while also offering an empirical basis for designing human resource management strategies that are more effective, equitable, and appropriate to the operational context of industrial health.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Influence of Motivation on Performance

It is hypothesized that that motivation is a factor that influences employee performance. The results of this study prove that the research hypothesis is accepted. Motivation has a significant influence on performance, influencing factors include the company's provision of rewards and salaries for work that has been done. The work culture implemented by the company to employees by disciplining the timeline in completing a job that has become the responsibility of each worker is something that must be carried out properly and orderly, this is done because it is a form of professionalism of each employee in completing their work. The company provides complete work facilities, including work tools such as laptops for each employee from the director level to junior officers, and to support work so that it can be mastered well and competently, the company provides mandatory training with professional institutions every year. Efforts to increase work motivation can be implemented by fulfilling the needs and desires of employees, if the employee's needs are met, employees have high motivation and feel satisfied and will increase work enthusiasm so that employee performance will be optimal. Based on these results, it can be concluded that work motivation from employees can improve the performance of the Pertamina IHC Clinic. This research is supported by research conducted by [Parashakti et al. \(2020\)](#), which states that motivation can improve employee performance.

H₁: Motivation has a significant influence on employee performance.

The Influence of Work Patterns on Performance

It is hypothesized that work patterns are a factor that influences employee performance. The results of this study prove that the research hypothesis is accepted. The work patterns in the company have a significant influence on performance, this can be in the form of the division or assignment of tasks carried out by superiors to the team according to the job descriptions of each employee applied, both routine work and work that is urgent or urgent must be done. Thus, workers have been trained in speed and punctuality in completing the work. And this has become a culture in the work, so that workers remain enthusiastic despite

changes in work patterns, such as in addition to doing routine work, employees must also be able to handle non-routine work. This allows workers to always think positively that the work they do is the source of income that will be received and can meet their daily needs. Work patterns are an assessment of the methods used by managers to develop work content, including relevant assignments, from which tasks are formulated and are a necessary means of predicting personnel's work capabilities. With this work pattern, it is hoped that employees can be scheduled to receive work learning opportunities and train themselves to improve their work knowledge and skills. Meanwhile, performance is the results demonstrated by employees in carrying out their duties and their ability to achieve predetermined goals. Thus, it is possible that Work Patterns will influence employee performance. The results of this study align with previous research. Work patterns significantly influence employee performance (Soriano et al., 2020), work patterns have a significant influence on performance (Umah & Sulaeman, 2023) and work patterns have a strong influence on transformation to support performance (Mahmud, 2023).

H₂: Work patterns have a significant impact on employee performance.

The Effect of Incentives on Performance

It is hypothesized that incentives are a factor that influences employee performance. These results prove that the research hypothesis is accepted. Existing incentive programs are implemented by companies for their employees, serving as a basis for providing rewards or encouragement for employees in their work and carrying out their daily tasks. Providing incentives can affect employee performance. If employees are given incentives in addition to their monthly wages, they will feel highly appreciated in their work, feel happy and enthusiastic in carrying out their duties, and be able to meet their needs. If employees are happy, their performance will increase. If employee performance increases, it will affect company performance and it is certain that the company's goals will be achieved. According Shinta & Siagian (2020) Incentives are a means of motivation in the form of material given as a stimulus or encouragement intentionally to workers so that they have a great enthusiasm to increase their work productivity in the organization (Waloyo, 2020) in his research, he stated that incentive variables have a significant and partially positive influence on employee performance. There is a strong relationship between incentives and employee performance (Dian et al., 2021).

H₃: Incentives have a significant impact on employee performance.

The Influence of Motivation through Incentives on Performance

It is hypothesized that motivation is a factor that has no significant effect and a negative relationship through incentives on performance. These results prove that the research hypothesis is rejected. One form of employee motivation to improve performance is through fair and appropriate incentives. Incentives are external encouragement or motivation tailored to employee performance. This leads to the conclusion that with incentives, employees will continue to strive for better performance, both for themselves and for the company, given that the company provides compensation in the form of incentives based on results and work performance. Motivation is an important subject, as managers need to understand how

people behave in certain ways to influence them to work in accordance with the company's expectations. Motivation through incentives has a significant positive influence on employee performance, where the higher the incentive given, the higher the employee's motivation and performance (Arfianti et al., 2024). Incentives, such as financial rewards (bonuses, compensation), provide encouragement for employees to increase work enthusiasm and deliver optimal performance (Wahyuningsih & Kirono, 2023). Incentive variables and motivation variables have a positive and significant effect on employee performance (Pratiwi et al., 2023).

H4: Motivation with incentive intervention has a significant effect on employee performance.

The Influence of Work Patterns through Incentives on Performance

It is hypothesized that work patterns are a factor that influences employee performance through incentives. These results prove that the research hypothesis is accepted. Work patterns organize work into several well-managed parts. The project team creates a work project structure by identifying key functional details and dividing them into smaller systems. Work patterns seem to be structured work details so that work projects can be more effective and efficient in their execution. In carrying out work, it will be easier to achieve if there is a clear formulation and flow regarding the tasks and responsibilities that must be fulfilled by employees, therefore a work pattern is needed that is designed by the leader which then becomes a supporter and benchmark for achieving the work. To maximize performance, companies need to align work patterns with incentive interventions. An effective system must consider the working conditions employees face and provide appropriate incentives to motivate them sustainably (Anggarini & Prihasnowo, 2023).

H5: Work patterns with incentive interventions have a significant effect on employee performance.

3. RESEARCH METHODS

This study was designed using a quantitative approach with a survey method, because the main objective is to test the relationship between variables that have been empirically established through numerical measurements and statistical analysis. The type of data used is primary data obtained directly from respondents, namely employees of the Pertamina IHC Clinic, so that it can describe perceptions, motivations, work patterns, incentive receipts, and actual employee performance. The sampling method used stratified random sampling with a total of 90 respondents. Data were collected through a structured questionnaire compiled based on theoretical indicators of each research variable, and supplemented with short interviews when necessary to strengthen the validity of the information. The data collection technique was carried out by distributing questionnaires to all employees who were part of the research sample, using a Likert scale (1-5) as a measurement instrument so that responses could be quantified more clearly. Data analysis was conducted using the Structural Equation Modeling (SEM) technique based on Partial Least Square (PLS),

because it is suitable for testing direct and indirect relationships between variables, including the role of incentives as an intervening variable (Hadi et al., 2022).

If incentives only strengthen the motivation-performance relationship, they are more appropriately called moderators. If incentives act as a channel or mechanism that bridges motivation to performance, they are indeed mediators/intervenors. In practice, work patterns can influence motivation. If so, these variables are not completely independent, and the relationship needs to be revised to an interdependent model. All data is questionnaire-based, so perceptions may be biased due to wanting to look good. Consider triangulating with objective data (KPIs, absences, actual incentives).

4. RESULTS AND DISCUSSION

Evaluation of measurement model (Outer Model)

The path diagram connects the independent variables, namely motivation and work patterns, the intervening variable, incentives, and the dependent variable, namely employee performance.

Table 1. Average Variance Extracted (AVE)

Variables	AVE	Critical value	Result
Motivation (X1)	0.589	> 0,5	Valid
Work Pattern (X2)	0.574	> 0,5	Valid
Incentives (Z)	0.645	> 0,5	Valid
Employee Performance (Y)	0.673	> 0,5	Valid

Source: primary research data 2025 (processed)

Based on the results of the AVE test in Table 1 above, all positives used to measure positives in this study have a value > 0.5 , so it is said to be valid and acceptable. Discriminant validity is a construct that is assessed differently from other constructs based on empirical standards. To evaluate discriminant validity, researchers considered cross-loading factors and the Fornell-Larcker criterion. The Fornell-Larcker criterion is interpreted as a measure that compares the square root of the AVE value with the relationship of latent variables. Thus, the square root value of each AVE construct must be greater than its correlation value with other constructs. Below are the Fornell-Larcker criterion values for the constructs of motivation, work patterns, incentives, and employee performance.

Table 2. Fornell-Larcker Criterion

	Z	Y	X1	X2
Incentives (Z)	0.803			
Employee Performance (Y)	0.199	0.821		
Motivation (X1)	0.178	0.902	0.768	
Work Pattern (X2)	0.189	0.892	0.982	0.757

Source: primary research data 2025 (processed)

Based on the results of the Fornell-Larcker criterion test, the square root AVE value for Motivation of 0.768 is greater than the correlation value for Work Patterns with Incentives

of 0.189, which indicates that the discriminant validity value requirements have been met and can be accepted. This indicates that the discriminant validity value requirements have been met and can be accepted. In addition to evaluating the Fornell-Larcker criterion, researchers also consider cross-loading values. Cross-loadings are a measure that indicates that the negative outer loadings on a related construct must be greater than the cross-loadings on other constructs.

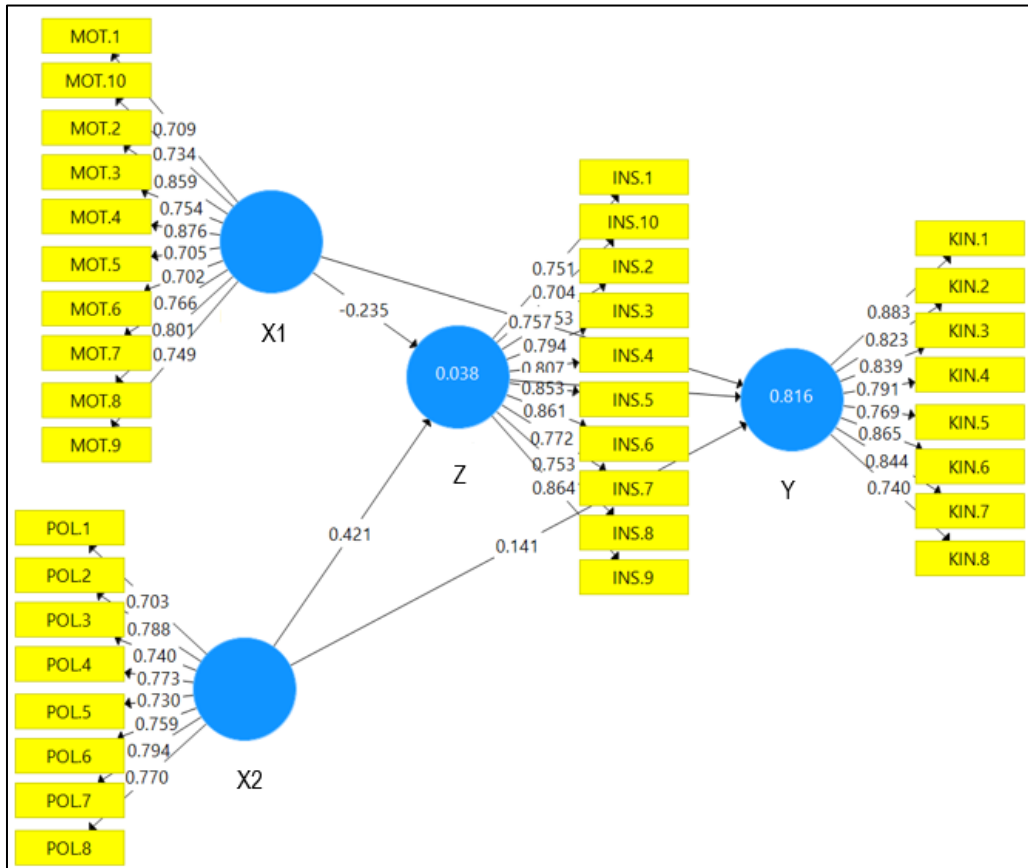


Figure 1. Outer Model

Source: primary research data 2025 (processed)

Reliability testing was conducted to demonstrate accuracy and precision in measuring all constructs. Composite reliability and Cronbach's alpha values are considered reliable if they are > 0.7 . The composite reliability and Cronbach's alpha values for each variable are shown below.

Table 3. Composite Reliability and Cronbach Alpha

	Composit Reliability	Rule of Thumb	Result
X1	0.935	> 0.70	Reliable
X2	0.915	> 0.70	Reliable
Z	0.948	> 0.70	Reliable
Y	0.943	> 0.70	Reliable

Source: primary research data 2025 (processed)

Based on the results of the composite reliability and alpha tests, it is shown that all constructs in this study meet the minimum value requirement of > 0.7 . The composite

reliability test results indicate that all positive constructs have adequate internal consistency in measuring a construct. Furthermore, the reliability test in this study is also strengthened by the alpha results, so it can be concluded that all constructs in this study are reliable and can be tested further analysis. Based on the results of the evaluation of the measurement model (outer model), it can be concluded that this study has adequate convergent validity and validity test results and has been accepted. Furthermore, the study also has adequate internal consistency reliability. There are composite reliability and validity tests. Therefore, researchers can conduct further tests.

Evaluation of Structural Model (Inner Model)

The inner model is defined as a model that tests causality between variable constructs. Based on the results of the determination test (R^2), Motivation (X1), Work Patterns (X2), and Incentives (Z) influence employee performance as the Y variable with a determination value (R^2) of 0.809 (strong). This indicates that 80.9% of employee performance can be explained by motivation, work patterns, and incentives. The remaining 19.1% is influenced by other variables not examined. For example, a comfortable and clean work environment and a cool room using standard AC (cooling). These results convey a strong message that building performance is not enough with financial incentives alone. Instead, the combination of internal motivation and healthy work patterns can create a much more effective work system.

Furthermore, the incentives with a determination value (R^2) of 0.016 (low) indicates that incentives can be explained by motivation and work patterns by 1.6% (low), while 88.4% is influenced by other variables not examined. For example, the employee status of workers, whether they remain as PKWT (Fixed-Term Contract Workers) or have been appointed as permanent employees at the company. On the other hand, the low R^2 value for the incentive variable provides an important lesson that incentives are highly contextual in the sense that they are not generalized, and are not solely driven by motivation or work routines. This encourages organizations to examine how incentives are designed to be fair, transparent, and aligned with company values. Therefore, companies must be able to delve deeper and understand the factors related to high employee motivation and performance even though incentives have been provided by the company. Motivation provides an internal spark, work patterns provide direction, and incentives provide encouragement. But the best performance is born when all three are aligned and go hand in hand.

Table 4. Path Coefficient

	Incentives (Z)	Employee Performance (Y)
Incentives (Z)		0.038
Motivation (X1)	- 0.235	0.757
Work Pattern (X2)	0.421	0.141

Source: primary research data 2025 (processed)

Based on the results of the path coefficient test, the inter-variable style of motivation (X1) and work patterns (X2) have a positive relationship, while the relationship between

motivation (X1) and incentives (Z) has a negative relationship. This data demonstrates that motivation is a central influence on performance. The path coefficient of 0.757 between motivation and performance indicates that motivation is the most significant driver of work performance. Companies seeking to boost productivity should not focus solely on external reward systems but also on fostering intrinsic motivation within individuals. These figures are not merely statistics; they represent the reality that when employees are driven by personal goals, passion, and job satisfaction, they will perform at their best. Another interesting finding is the negative correlation between motivation and incentives, indicating a coefficient of -0.235. This suggests that true motivation isn't always tied to material rewards. Employees with strong internal drives may be less reliant on incentives. They work loyally and passionately, driven by a sense of responsibility and personal values they believe in.

Table 5. Hypothesis Testing

	Original Sample	T statistics	P values	Decision
X1-Y	0,757	2,161	0,031	Accept
X2-Y	0,141	0,698	0,041	Accept
Z-Y	0,038	0,843	0,050	Accept
X1-Z	-0,235	0,265	0,791	Reject
X2-Z	0,421	0,772	0,005	Accept

Source: primary research data 2025 (processed)

The test results in Table 5 indicate that some pathways have a significant influence, while others do not. This pattern provides important insights into the dynamics of motivation, work patterns, incentives, and performance at the Pertamina IHC Clinic.

A coefficient of 0.757, with a p-value below 0.05, indicates that motivation has a strong direct influence on employee performance. This finding is consistent with work motivation theories (self-determination theory and expectancy theory), which assert that motivation, both intrinsic and extrinsic, drives improvements in the quality, accuracy, and intensity of work behavior. Practically, employees who feel a strong internal drive or clear external rewards will be more committed to achieving clinical service targets.

A coefficient of 0.141 and a p-value < 0.05 indicate that work patterns (shifts, rotations, workload) also influence performance, although the effect is much smaller than motivation. Theoretically, this aligns with the literature on healthcare safety and quality: structured, moderately long work patterns with a stable rhythm reduce fatigue and improve focus, thus maintaining clinical performance. The small but significant effect indicates that work patterns influence performance, but are not the dominant factor.

The p-value right at the border of significance indicates that incentives have a significant effect, although the coefficient is relatively small (0.038). Theoretically, this reflects the characteristics of incentives in the healthcare sector: incentives can indeed improve performance, but their effect is highly dependent on perceptions of fairness, transparency, and task relevance. Existing incentives likely function as reinforcers, not as primary drivers, so their effect is detectable but not dominant.

This path is not significant with a negative coefficient (-0.235), indicating that employee motivation levels are not related to their perception or acceptance of incentives. Theoretically, this makes sense: motivation (especially intrinsic) is an individual psychological construct, while incentives are external, structural factors. Highly motivated employees do not automatically perceive incentives as more important. This finding also indicates that the incentive design at the IHC Clinic may not sufficiently differentiate between highly and low-motivated employees, resulting in uniform perceptions of incentives regardless of motivation level.

A coefficient of 0.421 with $p < 0.01$ indicates a strong relationship between work patterns and perceptions of incentives. This finding is logical and aligns with workload and compensation theory: employees with heavy shifts, irregular schedules, or higher workloads tend to perceive incentives as more relevant and meaningful. This means that incentives at the IHC Clinic appear to be sensitive to variations in work patterns, such that employees with heavier workloads perceive incentives as more important or more deserved. This explains why the path $X2 \rightarrow Z$ appears significant while $X1 \rightarrow Z$ does not.

The finding of a negative relationship between motivation and incentives can be explained by the phenomenon of crowding-out, or the exclusion of intrinsic motivation, where employees who already possess strong internal drives tend to perceive external incentives as less relevant or even less meaningful to the work itself. In a clinical context, individuals with high intrinsic motivation typically work out of professional commitment and a service ethos, so the presence or excessive emphasis on incentives can be perceived as a distraction from their altruistic values and competence. Consequently, the higher the intrinsic motivation, the lower their sensitivity or dependence on incentives, which is statistically reflected as a negative relationship.

Although incentives are known to increase motivation in general, their specific effectiveness on the work patterns and performance of IHC Pertamina clinic employees remains unclear (Rozi et al., 2024). Nadhilah et al., (2025) study focused on the generic industry, and there are still gaps in understanding how incentive interventions work in specialized healthcare settings such as Pertamina IHC clinics. Specifically, Hasyim & Bakri (2024) research investigated how different types of incentive interventions (monetary, non-monetary, experiential) affect work patterns (e.g., efficiency, collaboration, patient care focus) and ultimately affect employee performance (e.g., productivity, service quality). Addressing these gaps is critical to improving health care delivery (Bawazir et al., 2024) and operational efficiency at the IHC Pertamina clinic by ensuring that incentive programs are optimally designed to align with the needs and challenges of healthcare workers. This study addresses the lack of research on the impact of incentive interventions on employees at the IHC Pertamina clinic, a unique situation that requires specific motivational strategies for performance (Chandankhede & Thombre, 2025).

Suryani & Arjuna (2024) proves that there is a significant and positive influence of incentives on employee performance and identifies how incentives can encourage employees to work more optimally and achieve targets. Plorania (2021) analyzing how employee work patterns also affect their performance in the clinic. Costa et al. (2024) understand the causal relationship between the provision of incentives (as an intermediary)

and employee motivation and work patterns, and how these factors, together or individually, can improve employee performance in a clinical environment. Rizaldy (2023) Understanding how employees' work motivation (as an internal motivator) affects their performance and how incentives can influence that motivation.

A solution to improving employee performance at the Pertamina IHC Clinic through incentives is to design a fair, competitive, and transparent incentive system that motivates employees to improve the quality and quantity of their work. Furthermore, providing growth opportunities, providing autonomy, listening to feedback, and creating a pleasant and supportive work environment are essential to positively influence work patterns and performance (Basir & Wati, 2024). Linking incentives to specific targets and achievements is necessary, so that employees have clear goals and are motivated to achieve maximum work results (Pratiwi et al., 2023). It is necessary to create a positive, harmonious and supportive work atmosphere through good relationships with superiors and coworkers (Ahmad et al., 2022). The best solution is to manage incentive systems to be fair, transparent, and relevant to employee performance, and link them to motivation and supportive work patterns to significantly improve performance. It's important to ensure that incentives are not just financial, but also include recognition, development opportunities, and a positive work environment to encourage employee responsibility and commitment (Adiati & Saroyo, 2022).

5. CONCLUSION AND SUGGESTIONS

Motivation has a positive effect on employee performance at the Pertamina IHC Clinic. Factors influencing this include rewards and salaries, a disciplined work culture, and the facilities and training provided by the company. Work patterns have a positive effect on employee performance at the Pertamina IHC Clinic. The division of tasks according to job descriptions, for both routine and urgent work, trains speed and accuracy. Incentives have a positive effect on employee performance at the Pertamina IHC Clinic. This incentive program serves as a form of appreciation from the company to continuously motivate employees. Motivation has a negative effect through incentives on performance at the Pertamina IHC Clinic. Although incentives do not directly increase employee motivation and are entirely dependent on incentives, non-financial support provided by the company and other factors such as quality training, recognition, a supportive and positive work environment and facilities play a greater role in improving employee performance and morale. Work patterns have a positive effect through incentives on performance at the Pertamina IHC Clinic. Work patterns help divide tasks into structured parts, making it easier for teams to manage projects effectively and efficiently. This research is contextualized at the Pertamina IHC Clinic, so the results may not be generalizable to other healthcare organizations with different characteristics, such as public hospitals or private clinics that have different incentive systems and work cultures. Furthermore, the use of questionnaires as the primary instrument has the potential to create bias in respondents' perceptions. Therefore, data triangulation with qualitative methods such as in-depth interviews or work observations is necessary to increase the validity of the results. Future researchers are encouraged to use mixed methods by

combining quantitative questionnaires and qualitative interviews. This is important to explore employees' real experiences in more depth, especially regarding their perceptions of motivation, work patterns, and incentives.

The findings on the varying effects of motivation, work patterns, and incentives on performance have important implications for policymakers in the field of human resource management in healthcare. Incentive design needs to be carefully designed to avoid crowding out highly intrinsically motivated clinical staff. Therefore, the focus of policy should not simply be on increasing incentives, but on ensuring that these schemes are fair, transparent, relevant to the workload, and do not distort employees' professional orientation. Work patterns have been shown to influence both incentive perceptions and performance, making reforms to healthier work schedules, proportional rotation, and fatigue management as important managerial priorities as compensation policies. The results also confirm that performance improvements cannot be achieved by relying solely on incentives; a combination of maintaining intrinsic motivation, humane work patterns, and appropriate external rewards forms the foundation for a more effective, sustainable, and appropriate HRM approach to the complexities of the healthcare sector.

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