



THE INFLUENCE OF INCENTIVES, SERVANT LEADERSHIP, AND ORGANIZATIONAL CULTURE ON NURSES' PERFORMANCE WITH WORK STRESS AS AN INTERVENING VARIABLE

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh insentif, kepemimpinan pelayan, dan budaya organisasi terhadap kinerja perawat dengan stres kerja sebagai variabel intervening di Rumah Sakit Umum Delima Medan. Populasi terdiri dari 39 perawat; oleh karena itu, teknik pengambilan sampel jenuh diterapkan. Data dikumpulkan menggunakan kuesioner dan dokumentasi, kemudian dianalisis dengan uji-t, uji Sobel, dan analisis jalur menggunakan SPSS 25. Hasil penelitian menunjukkan: (1) insentif berpengaruh positif terhadap stres kerja; (2) kepemimpinan pelayan berpengaruh negatif terhadap stres kerja; (3) budaya organisasi berpengaruh positif terhadap stres kerja; (4) insentif dan kepemimpinan pelayan berpengaruh positif dan signifikan terhadap kinerja; (5) budaya organisasi berpengaruh negatif dan tidak signifikan terhadap kinerja; (6) stres kerja berpengaruh positif dan signifikan terhadap kinerja; (7) tidak ada pengaruh insentif dan kepemimpinan pelayan terhadap kinerja melalui stres kerja; (8) budaya organisasi berpengaruh terhadap kinerja melalui stres kerja sebagai variabel intervening.

Kata kunci: Insentif, Kepemimpinan Pelayan, Budaya Organisasi, Kinerja, Stres Kerja

Abstract

This study aims to analyze the influence of incentives, servant leadership, and organizational culture on nurses' performance with work stress as an intervening variable at Delima General Hospital Medan. The population consisted of 39 nurses; therefore, a saturated sampling technique was applied. Data were collected using questionnaires and documentation, then analyzed with t-tests, Sobel test, and path analysis using SPSS 25. The findings revealed: (1) incentives positively affect work stress; (2) servant leadership negatively affects work stress; (3) organizational culture positively affects work stress; (4) incentives and servant leadership have a positive and significant effect on performance; (5) organizational culture has a negative and insignificant effect on performance; (6) work stress has a positive and significant effect on performance; (7) there is no effect of incentives and servant leadership on performance through work stress; (8) organizational culture influences performance through work stress as an intervening variable.

Keywords: Incentives, Servant Leadership, Organizational Culture, Performance, Work Stress

INTRODUCTION

Hospitals are essential healthcare institutions that provide comprehensive services, including promotive, preventive, curative, and rehabilitative care. Nurses, as frontline caregivers, play a crucial role in maintaining the quality of hospital services. However, nurses' performance is often influenced by various organizational factors such as incentives, leadership style, organizational culture, and work stress (Sofiyan et al., 2022; Lie et al., 2021).

At delima general hospital medan, issues regarding service quality have been observed, ranging from patients' dissatisfaction to challenges in maintaining professional performance among nurses. While infrastructure and facilities are important, the competence, motivation, and well-being of nurses remain decisive. Preliminary observations indicated that insufficient incentives, leadership approaches that are not fully empowering, and organizational pressures contribute to work stress and inconsistent performance outcomes. This study is designed to examine the impact of incentives, servant leadership, and organizational culture on nurses' performance, with work stress as a mediating factor. By doing so, it aims to provide insights into human resource management practices in hospitals.

LITERATURE REVIEW.

Performance refers to the work results achieved by employees in accordance with assigned responsibilities (Mangkunegara, 2021). Indicators include quality, quantity, timeliness, discipline, responsibility, and cooperation (Edison, 2022).

Incentives are financial rewards provided to employees based on performance that exceeds standard expectations (Panggabean, 2002). Properly managed incentives enhance

motivation and productivity. Introduced by Greenleaf (1970), servant leadership emphasizes leading through serving with values of compassion, humility, vision, trust, and empowerment (Wirawan, 2014). This leadership style reduces work stress and fosters organizational commitment and performance.

Organizational culture refers to the shared values, beliefs, and norms within an organization that shape members' behavior (Robbins & Judge, 2012). Strong organizational culture improves adaptation and employee engagement, though it may also generate pressure when misaligned with employees' expectations (Silalahi et al., 2022; Kerdpitak & Jermsittiparsert, 2020).

Work stress is defined as a condition of tension that affects emotions, cognition, and physical health due to job demands (Handoko, 1998). Stressors include workload, interpersonal conflict, inadequate facilities, and ambiguous roles.

Previous research indicates that incentives, leadership, and organizational culture significantly affect performance, either directly or indirectly through work stress (Sedarmayanti et al., 2021; Aprilida et al., 2023).

The conceptual framework suggests that incentives, servant leadership, and organizational culture affect performance, both directly and indirectly through work stress. Hypotheses test these causal relationships and mediation effects.

METHODS

This study employed a quantitative approach with a causal research design. The population comprised all 39 nurses at delima general hospital medan, thus census sampling was used. data were collected through structured questionnaires using a five-point likert scale

and secondary documentation. Instrument validity and reliability were tested prior to analysis. Analytical techniques included

classical assumption tests, t-tests, path analysis, and sobel tests to assess mediation effects.

RESULTS

Respondents were predominantly female, aged between 26–35 years, holding a Diploma in Nursing, and had worked for more than three years. All questionnaire items were valid ($r > r$ table) and reliable (Cronbach’s Alpha > 0.70).

Work stress mediates the effect of organizational culture on performance, but not the effects of incentives or servant leadership on performance.

Table 1. Partial Test Results of Sub Model I (T-Test) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
1 (Constant)	.525	2.279		.231	.819
Incentive	.484	.142	.369	3.400	.002
Servant Leadership Style	-.099	.132	-.077	-.751	.458
Organizational Culture	.740	.118	.673	.6.293	.000

a. Dependent Variable: Performance

Table 2. Partial Multicollinearity Test Sub Model II Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
	B	Std. Error	Beta		
1 (Constant)	-1.137	1.805		-.630	.533
Incentive	.287	.130	.353	2.208	.034
Servant Leadership Style	.314	.105	.391	2.975	.005
Organizational Culture	-.173	.136	-.253	-1.272	.. 212
Work Stress	.283	.134	.456	2.117	.042

a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

Table 3. Partial Sobel Test Results

Variabel	Unstandardized	Std. Error	Test Statistic	Std. Error	P-Value
Incentivizing Work Stress	0.484 (a)	0.142 (Sa)	1.795	0.076	0.072
Work Stress on Performance	0.283(b)	0.134 (Sb)			
Servant Leadership against Work Stress	-0.099 (a)	0.060 (Sa)	-1.300	0.021	0.193

Work Stress on Performance	0.283(b)	0.134(Sb)			
Organizational Culture Against Work Stress	0.740(a)	0.118(Sa)	2.001	0.104	0.042
Work Stress on Performance	0.283(b)	0.134 (Sb)			

Source: Data Processed with *Calculation for the Sobel Test*, 2025

Table 4. Partial Total Impact

No.	Influence	Direct Influence	Indirect Influence	Total Impact
1	Incentivization → Performance	0,080	$0.369 \times 0.154 = 0.056$	0,024
2	<i>Servant Leadership</i> → Kinerja	0,282	$(-0.077) \times 0.154 = -0.011$	-0.271
3	Organizational Culture → Performance	0.673	$0.673 \times 0.154 = 0.103$	-0.621

DISCUSSION

The findings confirm that incentives play a critical role in enhancing nurses’ motivation and performance, aligning with compensation theories (Panggabean, 2002). Servant leadership is proven to reduce stress and improve performance by fostering supportive and trust-based relationships.

Unexpectedly, organizational culture increased work stress and had no significant effect on performance. This suggests that while cultural values are present, they may create pressure rather than motivation for nurses, possibly due to misalignment between organizational expectations and individual capacities.

Interestingly, work stress was found to positively affect performance, supporting the concept of “functional stress” (Gitosudarmo & Sudita, 1997), where moderate stress can act as a motivator to improve work outcomes.

CONCLUSION

Incentives positively and significantly influence both work stress and performance. Servant leadership negatively affects work stress and positively influences performance. Organizational culture positively affects work stress but negatively and insignificantly affects performance. Work stress positively and significantly influences performance. Work stress mediates the relationship between organizational culture and performance, but not between incentives or servant leadership and performance.

LIMITATION

The study was limited to 39 nurses at one hospital, thus limiting generalization. Other factors such as intrinsic motivation, job satisfaction, and organizational commitment were not included. Data collection relied on self-reported questionnaires, which may introduce bias. Suggestions for future research: expanding locations, larger number

of respondents, longitudinal design, mixed methods.

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