

THE INFLUENCE OF WORK STRESS, INCENTIVES, AND MOTIVATION ON THE PERFORMANCE OF SHOPEEFOOD DRIVERS IN CIREBON



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Abstract

This study aims to analyze the effect of work stress, incentives, and motivation on the performance of ShopeeFood drivers in Cirebon. A quantitative method with an associative approach was used in this study, with 138 drivers as the sample. Data were collected through questionnaires and analyzed without explicitly displaying statistical results. The results showed that job stress has a negative impact on driver performance, while incentives and motivation have a positive and significant effect. Simultaneously, these three variables contributed 52.1% to driver performance, indicating that these factors are very important in improving their performance. This study has limitations in terms of area coverage and limited sample. Therefore, further research is recommended to examine other factors that can affect driver performance more broadly.

Keywords: Job Stress, Incentives, Motivation, Performance

INTRODUCTION

Performance is the outcome of work completed by people or groups within an organization by the responsibilities and power delegated. This performance is carried out to achieve organizational goals that are legally appropriate, do not violate the law, and are consistent with moral and ethical principles. (Afandi, 2018). In an organization, performance reflects the results of tasks or activities completed by individuals or groups, where its achievement is influenced by various factors in order to realize organizational goals. Incentives, motivation, and work-related stress levels are some of the main elements that can affect employee performance. These factors are important considerations in providing information to workers about their needs to achieve the best performance.

Stress at work, according to King (in Asni, 2019 :2), is a state of tension that causes imbalance both physically and mentally, so that it has an impact on the feelings, way of thinking, and condition of an employee. Work pressure (Job Stress) is a stressful situation related to work activities. The onset of this pressure can be triggered by various factors, such as individual character, the surrounding environment, and the interaction between personality factors and environmental conditions (Zulkarnaen, 2018 :543).

The use of incentives contributes to enhancing employees' drive and enthusiasm in performing their tasks. These incentives serve as triggers that encourage individuals to work more effectively, aiming for improved outcomes in their responsibilities. Hasibuan (2002:117) describes incentives as additional financial rewards granted to staff members as recognition for their performance that surpasses expectations. Additionally, incentives function as a means to maintain fairness when it comes to compensation.

Motivation itself can be described as an internal push that fosters a person's dedication to work, making them more eager to collaborate, operate productively, and align their actions with the organization's objectives, all while seeking personal fulfillment (Hasibuan, 2002:23). As stated by Jackson Mathis et al. (2006:378), the level of an employee's performance depends on their capabilities and the drive behind their actions. Furthermore, Robbins et al. (2018:222) define motivation as the internal process that determines how strong, directed, and persistent a person's efforts are when striving to reach a target.

The object of this research is ShopeeFood drivers in Cirebon. There are indications of decreased performance among drivers. The following is a table Performance appraisal on ShopeeFood drivers:

Table 1.
Assessment of ShopeeFood Driver Performance in Cirebon 2025

ShopeeFood Driver	Target 1200 points per day		Performance		Working Hours
	Achieved	Not Achieved	>4,70	<4,70	
138 ShopeeFood Driver	33	105	70	68	24 Hours

Source: Observations obtained by researchers, 2025

Based on data that has been obtained from direct observation sources, out of 138 ShopeeFood drivers who reach the target of 1200 points per day only 33, and those who do not reach the target 105 drivers, this indicates that there is a decrease in performance in the drivers, Some drivers who do not reach the daily target experience several problems. Based

on the results of interviews with several drivers at Mie Gacoan Tuparev and Mie Gacoan Pemuda, complaining that it is difficult to get orders due to high competition among fellow drivers, getting fictitious orders which are financially detrimental to the drivers, bad / difficult road conditions, traffic jams and unfavorable weather, this makes the drivers feel stressed when working, besides that the ratings given by customers also affect the performance of ShopeeFood drivers. Only drivers with ratings above 4.70 get daily incentives. Drivers with ratings below 4.70 do not get incentives. In table 1, it can be seen that many drivers do not get incentives because customer ratings of ShopeeFood drivers' performance are low.

In improving a performance, ShopeeFood has made incentives for drivers, incentives that have been made by shopeefood are expected to increase their motivation and performance. Based on the incentives provided by ShopeeFood to ShopeeFood drivers in Cirebon, it is considered relatively small and not proportional to the efforts made by the drivers, due to the small incentives, it can reduce the motivation and performance of ShopeeFood drivers in Cirebon. That the need for additional appropriate and adequate incentives is expected to increase driver motivation and performance. Applying the right incentives can directly affect driver motivation and performance.

Referring to the situation mentioned above, earlier studies have explored similar issues. One such study was conducted by Rabbani and Bagasworo (2024), titled *The Effect of Job Stress, Incentive Programs, and Motivation on Online Ojek Driver Performance*. Their findings indicated that both motivation and incentive programs contribute positively to improving employee performance, while job stress was found to have no noticeable impact. On the other hand, different results were reported in research by Kinanti (2021), titled *The Effect of Job Stress and Motivation on the Performance of Grab Bike Pontianak Drivers*, where both job stress and motivation were shown to significantly and positively influence driver performance.

The current research aims to investigate three primary factors believed to influence work performance: job stress, incentive programs, and individual motivation. These aspects are selected due to their relevance to the working conditions experienced by online drivers. Therefore, the objective of this research is to examine how job stress, motivation, and incentives influence the performance levels of ShopeeFood drivers operating in the Cirebon area.

REVIEW OF LITERATURE

Work Stress

Job stress arises from conflicts of interaction between employees and job pressures. Therefore, it is necessary to pour stress on employees early on to prevent negative impacts on the company. Robbins and Judge (2018: 429) state that stress is a dynamic condition when individuals face opportunities, demands, or resources related to their desires, where the results are considered uncertain but important. Sedarmayanti & Rahadian (2018 :76) explain that work stress is defined as excessive demands on individual abilities to meet needs. Meanwhile, Griffin and Moorhead in Wibowo (2019 :187) Stress is an adjustment response to stimuli that cause excessive pressure, both psychologically and physically. According to Serdamayanti (2018: 76), there are 2 dimensions to Job Stress, namely External Pressure, Internal Pressure.

Incentives

Incentives are additional income given by the company to employees as a form of appreciation for their performance. Incentives can be in the form of money, goods, or other facilities. It is hoped that incentives can improve employee performance so that company goals are achieved. Rivai (2019 :560) defines incentives as performance-related payments, in the form of profit sharing due to increased productivity or cost savings. Hasibuan (2013) states that incentives are service rewards for employees with above-standard performance. Meanwhile, the definition of incentives according to Sinambela et al., (2024 : 238), Incentives are bonuses that are not fixed or variable, depending on employee performance. According to Hasibuan (2013) there are 2 Dimensions of Incentives, namely Financial Incentives, non-financial incentives.

Motivation

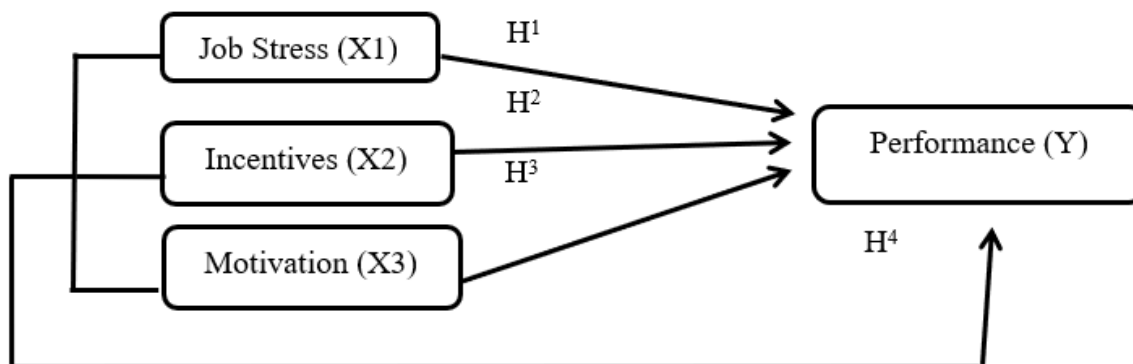
Motivation is an individual awareness that encourages someone to work with enthusiasm to achieve goals. With the spirit of work, the company is easier to achieve its goals. Therefore, the support and role of leaders is very important in creating motivation for employees so that they carry out their duties properly. According to Mangkunegara (2017 :93) motivation is a condition that moves a person towards a certain goal. Enny (2019) :17) states that motivation is an important factor in group cooperation to achieve goals. Each individual has feelings, willpower, and desires that affect his ability, encouraging him to act. Afandi 2018 :23) defines motivation as a desire that arises from within because of inspiration, enthusiasm, and encouragement to act sincerely, happily, and earnestly. Mangkunegara (2017: 93) there are 5 dimensions of motivation, namely, physiology, sense of security, belonging, needs, self-actualization.

Performance

Work performance refers to the outcomes achieved by an individual in line with their responsibilities and roles. It illustrates how well an employee carries out their tasks, which can be assessed based on the results achieved over a specific timeframe. According to Edison et al. (2020:188), performance represents the output of a process, measured over a period, and evaluated based on agreed-upon standards or rules. Busro (2018:99) explains that employee performance, in an operational sense, refers to the results of work, both in quantity and quality, that can be justified based on one's duties within the organization and are influenced by one's knowledge, competence, and expertise. Priansa et al. (2019:269) emphasize that performance indicates how successfully an employee completes their tasks. It is not merely a reflection of personal traits such as talent or intelligence, but rather a demonstration of how those capabilities are converted into real achievements in a workplace setting. Edison (2020:188) also outlines four aspects of performance, which include objectives, standard of work, timeliness, and adherence to rules.

Can be seen in the research framework in the conceptual framework in Table 2:

Table 2.
Conceptual Framework



RESEARCH METHOD

This research adopts a quantitative method grounded in positivist thinking, which is directed toward particular populations or samples through structured data collection techniques using numerical or statistical tools (Sugiyono, 2018: 8). The aim of this investigation is to verify hypotheses that have been previously formulated by analyzing numerical data to understand the connections among variables. An associative method was chosen due to the study's objective to explore the link between several variables.

In this research, Job Stress, Incentives, and Motivation are identified as independent variables, whereas Performance serves as the dependent variable. This method is employed to address the research question regarding the impact of Job Stress, Incentives, and Motivation on the Performance of ShopeeFood driver partners operating in Cirebon during 2025. The total population consists of 209 ShopeeFood drivers based in the Cirebon area. The sample was selected using the Slovin formula with a 5% margin of error, resulting in 138 drivers who participated as respondents. Data collection was carried out through a questionnaire that included a series of statements. The responses were measured using a Likert scale, which captures the degree of agreement on a five-point rating scale (Sekaran & Bougie, 2016).

To analyze the data, the study utilized SPSS version 25. To ensure the reliability and accuracy of the research tools, both validity and reliability tests were performed. In addition, classical assumption checks such as normality and multicollinearity tests were conducted (Ghozali, 2016). The analytical framework of this research involves multiple linear regression, while the coefficient of determination (R^2) was used to evaluate how much influence the independent variables have on the dependent variable. Hypotheses were tested using both the t-test for individual variables and the F-test for simultaneous significance.

RESULTS AND DISCUSSION

Once the instrument validity and reliability assessments were completed and confirmed to meet the required standards, further analysis was conducted by performing normality and multicollinearity tests as prerequisites for the application of Multiple Linear Regression. The outcomes of these tests indicated that the data followed a normal distribution.

pattern and showed no signs of multicollinearity. Following this, the analysis proceeded to evaluate the coefficient of determination (R^2), along with the partial t-test and the overall F-test.

Normality Test

According to Ghozali (2016: 154), the normality test is conducted to determine whether the residuals produced by the regression analysis follow a normal distribution pattern. In this research, the one-sample Kolmogorov-Smirnov approach is applied to carry out the test.

Table 3.
Normality test
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			138
Normal Parameters ^{a,b}		Mean	-,3695652
		Std. Deviation	13,20850661
Most Differences	Extreme	Absolute	,069
		Positive	,069
		Negative	-,052
Test Statistic			,069
Asymp. Sig. (2-tailed)			,100 ^c

Source: Data Processing Results, 2025

The results of the classical assumption test to test normality show a sig value of 100, which is greater than alpha (0.05). This indicates that the residuals are normally distributed.

Multicollinearity Test

To identify the relationship between independent variables in the regression model, a multicollinearity test is performed. According to Ghozali (2016: 103), the independent variables in the regression model should not have a relationship with each other.

Table 4.
Multicollinearity Test
Coefficients^a

		Collinearity Statistics	
Model		Tolerance	VIF
1	Job Stress (X1)	,764	1,308
	Incentives (X2)	,822	1,217
	Motivation (X3)	,906	1,103

Source: Data Processing Results, 2025

The table shows that the tolerance value of the Work Stress variable is $0.764 > 0.10$, the Incentive variable is $0.822 > 0.10$, and the Motivation variable is $0.906 > 0.10$. The Work Stress variable has a Variance Inflation Factor VIF of 1.308, the Incentive variable has a VIF of 1.217, and the Motivation variable has a VIF of 1.103, indicating that the independent variables do not exhibit multicollinearity.

Multiple Linear Regression Test

Multiple linear regression analysis is a statistical method used to evaluate the effect of several independent variables on one dependent variable in order to understand the relationship more deeply and make predictions. Based on Ghozali (2016: 103), in a good regression model, there should be no relationship between independent variables.

Table 5.
Multiple Linear Regression
Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	16,813	6,257	
	Job Stress (X1)	-,502	,077	-,442
	Incentives (X2)	,334	,100	,218
	Motivation (X3)	,648	,054	,742

Source: Data Processing Results, 2025

$$Y = 16.813 + X1 - 0.507 + X2 0.334 + X3 0.648$$

The constant in the multiple regression equation of 16.813 indicates that performance remains even without the variables of job stress, incentives, and motivation. The parameter values of these variables are positive, which means that an increase in work stress, incentives, and motivation will improve performance.

Test Coefficient of Determination (R^2)

The coefficient of determination analysis determines how much the independent variable contributes to the variance of the dependent variable (Ghozali, 2011:147). The value ranges between 0 and 1. The closer it is to one, the higher the independent variable's contribution to explaining the dependent variable, and the closer it is to zero, the smaller the contribution.

Table 6.
Coefficient of Determination (R^2) Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,729 ^a	,532	,521	13,889

Source: Data Processing Results, 2025

The Adjusted R Square column in the table above shows that the coefficient of determination (R^2) is 0.521. This value indicates that the level of influence of the work stress, incentive, and motivation variables is 0.521 or 52.1%, while the remaining 47.9% is influenced by other variables.

Partial T Test

The t-test is a hypothesis testing procedure used to evaluate each independent variable to discover whether partially the variable has a significant effect on the dependent variable (Ghozali, 2018: 98). The outcomes of this hypothesis test can be established by comparing

the t-count value with the t-table or comparing the probability value to the preset significance level.

Table 7.
Partial T-Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	16,813	6,257		2,687	,008
	Job Stress (X1)	-,502	,077	-,442	-6,542	,000
	Incentives (X2)	,334	,100	,218	3,337	,001
	Motivation (X3)	,648	,054	,742	11,946	,000

Source: Data Processing Results, 2025

Stress at Work (X1) = $0.000 < 0.05$ and t count = $-6.542 > t$ table = 1.656. This indicates that stress in Cirebon plays a significant role and has an impact on ShopeeFood drivers. Incentives (X2) is significant ($0.001 < 0.05$) and t-count = $3.337 > t$ -table 1.656. This indicates a positive and significant incentive to motivate ShopeeFood drivers in Cirebon. Motivation (X3) has a t-value of 11.946. Sig $0.000 < 0.05$ and t table 1.656. This indicates that motivation plays a positive and significant role in the performance of ShopeeFood drivers in Cirebon.

F test

The F test is a hypothesis testing method in statistics used to broadcast whether all independent variables in a study together have a significant effect on the dependent variable or not in the analysis model (Ghozali, 2018: 98).

Table 8.
F Test
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29340,924	3	9780,308	50,700	,000 ^b
	Residuals	25849,489	134	192,907		
	Total	55190,413	137			

Source: Data Processing Results, 2025

The results of the analysis show that $F_{hitung} 50.700 > F_{tabel} 3.06$ with a significance of $0.000 (< 0.05)$, so that work stress, incentives, and motivation simultaneously have a positive and significant effect on the performance of ShopeeFood drivers in Cirebon.

H¹ : The effect of job stress on the performance of ShopeeFood Drivers in Cirebon

The findings of the study reveal that job stress has a negative and statistically significant impact on the performance of ShopeeFood drivers in Cirebon. This conclusion is supported by the results of the partial T-test, which produced a score of -6.452 with a significance level of 0.000. In other words, as drivers experience increased levels of stress, their work performance tends to decline. Contributing factors to this stress include intense competition among drivers, fake orders, poor road conditions, traffic congestion, and unfavorable weather. These results are consistent with the research conducted by David

Shandika Indrayana (2024), which also concluded that job-related stress leads to decreased employee performance.

H² : The Effect of Incentives on the Performance of ShopeeFood Drivers in Cirebon

The research highlights that incentive schemes have a meaningful and measurable influence on the work output of ShopeeFood drivers. This is evidenced by the partial T-test result showing a score of 3.337 with a significance level of 0.001. Offering appropriate incentives appears to serve as a motivator that can lead drivers to enhance their productivity. Despite this, the study uncovered that a considerable number of drivers perceive the rewards offered by ShopeeFood to be insufficient, especially when compared to the effort and time they dedicate. This perception has contributed to a decline in both motivation and enthusiasm among them. These observations are consistent with a study conducted by Said Almaududi and colleagues (2021), which demonstrated that reward systems significantly influence the performance levels of employees at Mexsicana Hotel in Jambi City.

H³ : The Effect of Motivation on the Performance of ShopeeFood Drivers in Cirebon

Motivation has been shown to exert a significant and positive impact on driver performance, as evidenced by the results of the partial T-test, which yielded a score of 11.946 with a significance level of 0.000. Drivers who exhibit high levels of motivation are generally more energetic in carrying out their duties and reaching the goals assigned to them. Such motivation may stem from various factors, including financial needs, customer appreciation, or recognition from the company. This result aligns with the findings of Kiki Cahaya Setiawan (2016), who concluded that employee motivation directly influences the performance of operational staff at the executive level within PT Pusri Palembang.

H⁴ : The Effect of Job Stress, Incentives, and Motivation Simultaneously on the Performance of ShopeeFood Drivers in Cirebon

At the same time, job-related pressure, reward systems, and individual drive have a notable impact on the productivity of ShopeeFood drivers in Cirebon. This conclusion is drawn from the outcome of the F-test, which yielded a score of 50.700 with a significance value of 0.000. These results suggest that all three aspects should be properly addressed by ShopeeFood to enhance the overall performance of its driving partners. The company is advised to reduce sources of occupational stress, reassess both the structure and fairness of its incentive offerings, and implement strategies that can boost drivers' internal motivation. This conclusion aligns with the study conducted by Intan Cahya Parawanita (2023), who found that the combined effects of encouragement, financial rewards, and job strain significantly shape the work outcomes of Gojek's driver community.

CONCLUSION

The conclusion of this study shows that work stress, incentives, and motivation have a significant influence on the performance of ShopeeFood drivers in Cirebon. Job stress is proven to have a negative impact, which means that the higher the level of stress experienced by drivers, so their performance tends to decrease. In contrast, incentives and motivation play a positive role in improving driver performance, where drivers who get decent incentives and have high motivation are better able to achieve the set work targets. Simultaneously, this third variable contributes 52.1% to driver performance, while the rest is influenced by other factors not discussed in this study.

This research provides insights for app-based transportation service companies, particularly ShopeeFood, to improve the performance of their driver partners through more effective strategies. The results of this study also show that good management of work stress, provision of appropriate incentives, and increased motivation are key factors in supporting optimal performance.

It is advised that future studies take into account additional elements that can influence driver performance, such as job happiness, financial security, or the dynamic between drivers and clients. To make the findings more representative and to give a more complete picture of the elements influencing driver performance in the application-based transportation sector, the study might also include data from other geographical areas.

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