Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon
Volume: 06
Issue: 01
Year: 2026
Page: 141-156

Citation:
Rismawati, A., & Gusti, Y. K. (2026). Work motivation, incentive systems, and job stress as predictors of sales performance in the digital telecommunications sector. *Research Horizon*, *6*(1), 141-156.

Article History:
Received: January 16, 2026
Revised: February 10, 2026
Accepted: February 23, 2026
Online since: February 28, 2026

Work Motivation, Incentive Systems, and Job Stress as Predictors of Sales Performance in the Digital Telecommunications Sector

Amelia Rismawati[1*], Yenni Kurnia Gusti[1]

[1] Sekolah Tinggi Ilmu Ekonomi Widya Wiwaha, Yogyakarta, Indonesia

[*] *Corresponding author: Amelia Rismawati (arismaa987@gmail.com)*

Abstract

This study is motivated by the importance of improving sales performance as a key factor in achieving IndiHome marketing targets in Yogyakarta, where employee performance is influenced by internal factors such as work motivation, incentive systems, and job stress. The purpose of this research is to examine the effect of work motivation, incentive systems, and job stress on the performance of IndiHome sales personnel in Yogyakarta. A quantitative approach with an associative research design was employed, and data were collected through Likert-scale questionnaires distributed to 60 sales staff. The data were analyzed using multiple linear regression with SPSS version 23, including validity, reliability, and classical assumption tests. The results indicate that work motivation and incentive systems have a positive and significant effect on sales performance, while job stress does not have a significant partial effect. However, when examined simultaneously, work motivation, incentive systems, and job stress significantly influence the performance of IndiHome sales personnel in Yogyakarta. In conclusion, improving sales performance can be achieved by strengthening work motivation, implementing fair incentive systems, and effectively managing job stress to support optimal achievement of sales targets.

Keywords

Incentive System, Job Stress, Performance, Sales Personnel, Work Motivation.

1. Introduction

Human resource management is an approach to addressing organizational issues to achieve predetermined goals (Silaen et al., 2022). A company's competitive advantage depends not only on technology and capital but also on the productivity and innovativeness of its human resources. The digital era requires employees to be adaptable, highly motivated, supported by fair incentive systems, and to effectively manage job stress to maintain sustainable performance. Indonesia's telecommunications industry continues to grow alongside increasing demand for high-speed internet services. PT Telkom Indonesia Tbk (2023), through its IndiHome product, faces intense competition from Biznet, First Media, and MyRepublic, making the role of sales personnel increasingly critical. Sales performance is influenced by work motivation, incentive systems, and the ability to manage work pressure (Zakaria et al., 2017).

Increasing competition in the internet service market requires IndiHome sales personnel to work more effectively to achieve the company's targets. Sales personnel play a strategic role by interacting directly with customers and determining marketing success (Zakaria et al., 2017). Work motivation drives enthusiasm, initiative, and persistence in achieving optimal performance (Robbins & Judge, 2021), while well-designed incentive systems can enhance job satisfaction and employee loyalty (Rabbani & Bagasworo, 2024). However, high work pressure and challenging targets may lead to job stress that reduces performance if not properly managed (Hakman et al., 2021). Inconsistent target achievement indicates differing effects of motivation, incentives, and job stress on sales performance, highlighting the need for empirical investigation (Rabbani & Bagasworo, 2024).Employee performance at PT Telkom Indonesia, particularly within the IndiHome division, showed a steady improvement from 2019 to 2023. Training participation increased from 15.2 thousand to 18.2 thousand employees, absenteeism declined from 2.1% to 1.9%, and employee satisfaction rose overall from 78% to 82%, reflecting stronger discipline and organizational commitment. Although satisfaction temporarily dropped to 72% in 2020 due to work-from-home policies and increased job stress affecting around 20% of employees the company successfully restored and strengthened performance in the following years.

The recovery phase was supported by strategic human resource initiatives. In 2021, the implementation of digital training programs contributed to a 15% increase in performance among installation teams. This progress continued in 2022 through strengthened employee well-being programs, which increased satisfaction to 80% and reduced turnover intention to 4%. By 2023, approximately 90% of IndiHome employees successfully achieved their Key Performance Indicator (KPI) targets, as reported in the company's ESG Report. These developments suggest that work motivation, effective incentive systems, and proper job stress management play a crucial role in improving employee performance, thereby emphasizing the need for empirical investigation to reinforce sustainable human resource management strategies within the organization (Mariusz & Piotr, 2024).

Previous studies indicate that work motivation, incentive systems, and job stress play important roles in determining employee performance. Aryani et al. (2022) found that compensation and motivation have a positive effect on performance, while job stress has a negative effect on the Gojek 24 Family community in Yogyakarta. Similar findings were reported by Ardiyanti and Radiansyah (2024a), who explained that incentives and workload influence performance indirectly through job stress as a mediating variable. Meanwhile, Hakman et al. (2021) demonstrated that job stress has a strong negative effect on the performance of nurses treating COVID-19 patients, whereas motivation plays a crucial role in maintaining performance consistency under high-pressure conditions. However, these studies have not

simultaneously examined the effects of work motivation, incentive systems, and job stress on performance within the context of sales personnel in the telecommunications sector, particularly for IndiHome services in Yogyakarta. Therefore, this study is important to address this research gap and to provide empirical insights into the factors influencing sales personnel performance in the digital era.

Based on this background, the present study aims to analyze work motivation, incentive systems, and job stress as determinants of the performance of IndiHome sales personnel in Yogyakarta within the digital telecommunications sector. This research focuses on examining the extent to which these three variables influence sales productivity and effectiveness, both partially and simultaneously. The findings are expected to contribute empirically to the development of human resource management studies and to serve as a basis for PT Telkom Indonesia in formulating more adaptive strategic policies to enhance the performance of IndiHome sales personnel in Yogyakarta.

2. Literature Review and Hypothesis Development

2.1. The Effect of Work Motivation on Performance

Work motivation is a fundamental factor that determines the level of individual effort, commitment, and dedication in the workplace. Vo et al. (2022) explain that work motivation is influenced by the fulfillment of basic psychological needs, such as competence, autonomy, and social relatedness within the work environment. When these needs are satisfied, employees tend to demonstrate higher levels of motivation and performance. This perspective is reinforced by McAnally and Hagger (2024) through Self-Determination Theory (SDT), which emphasizes that work motivation originates from internal drives to grow, feel competent, and exercise autonomy. SDT highlights the crucial role of intrinsic motivation in enhancing sustainable job satisfaction and employee performance.

Sharma and Joshi (2023), using Herzberg's Two-Factor Theory, show that while hygiene factors prevent dissatisfaction, motivator factors like achievement and recognition more strongly enhance employee satisfaction and retention. Similarly, Kaše et al. (2022) find that digital technology can boost motivation when supporting autonomy and efficiency but may reduce it if it increases workload or limits social interaction. Kim and Kim (2021) add that intrinsic values and social orientation, such as meaningful work and social responsibility, also improve performance.

Work motivation plays a critical role in individual and organizational success. Ryan and Deci (2020) define motivation as an internal process that energizes and directs behavior, while Gagné et al. (2022) emphasize its role in determining effort levels and resilience to work-related pressures. Work motivation consists of intrinsic and extrinsic dimensions that must be managed in balance (Van den Broeck et al., 2021). Empirical studies demonstrate that work motivation has a significant effect on employee performance and is capable of enhancing productivity and work commitment (Hakman et al., 2021; Aryani et al., 2022; Lilo & Ardiansari, 2025; Ngala et al., 2025).

H1: Work motivation has a positive effect on performance.

2.2. The Effect of Incentive Systems on Performance

An incentive system is a formal mechanism designed by organizations to motivate sales personnel to enhance performance through the provision of financial and non-financial rewards. Desty and Ralina (2021) and Claro et al. (2023) emphasize that reward systems constitute a critical organizational resource in shaping work behavior, particularly in the post-pandemic period, when organizations increasingly

rely on incentives to strengthen employee commitment and productivity. Incentive systems extend beyond bonuses or additional salaries to include recognition, career development opportunities, the work environment, and employee well-being.

Hao (2023) and Claro et al. (2024) categorize incentives into internal and external forms. External incentives encompass salary, benefits, organizational environment, and career development, whereas internal incentives include achievement, personal values, and innovation. Accordingly, incentive systems are not solely concerned with what organizations provide, but also with how these incentives are perceived as part of employees' professional identity and intrinsic motivation. The effectiveness of incentive systems is strongly influenced by perceptions of fairness, relevance, and transparency. Ardiyanti and Radiansyah (2024b) and Figueiredo et al. (2025) demonstrate that inequality in incentive distribution can reduce work motivation due to perceptions of unfairness.

According to Wang and Zhang (2019) and Good et al. (2022), the effectiveness of an incentive system can be assessed through four key indicators: fairness, transparency, alignment between rewards and performance, and the timeliness of incentive distribution. Incentive systems that meet these indicators tend to foster a productive, results-oriented work environment. Empirical evidence further indicates that incentive systems significantly affect employee performance and are positively associated with work productivity (Agung & Oetomo, 2017).

H2: Incentive systems has a positive effect on performance.

2.3. The Effect of Job Stress on Performance

Job stress is a psychological condition that arises when individuals experience emotional pressure because job demands exceed their capacity or available resources. This condition generates feelings of strain, anxiety, and tension, which hinder an individual's ability to respond effectively to work demands. Robbins and Judge explain that stress occurs when individuals are confronted with opportunities, demands, or constraints that are important yet uncertain. Consistent with this view, Li and Jones (2023) and Ardiyanti and Radiansyah (2024c) define job stress as psychological distress resulting from a mismatch between job demands and an individual's ability to cope, which, if not properly managed, can reduce sales personnel motivation and performance.

The literature identifies several key factors contributing to job stress. High job demands, such as excessive workloads, numerous tasks, and pressure to meet performance targets, significantly increase job stress (Bakker et al., 2023). Technical and administrative obstacles, including difficulties in using digital platforms, communication disruptions, and complex administrative procedures, constitute hindrance stressors that negatively affect performance (Cai et al., 2022b). Internal competition through ranking systems or leaderboards may also create psychological pressure, even when designed as challenge stressors. Furthermore, an imbalance in job resources, such as insufficient managerial support, training, or information, exacerbates job stress. Ardiyanti and Radiansyah (2024a) additionally highlight that disproportionate workloads relative to incentives received can intensify job stress.

Empirical evidence confirms the significant impact of job stress on performance. Hakman et al. (2021) demonstrate that high levels of job stress reduce employee productivity. This finding is reinforced by Fitriya et al. (2025), who reveal that job stress mediates the relationship between workload and performance. These results underscore the importance of effective job stress management in sustaining and improving individual performance.

H3: Job stress has a negative effect on performance.

2.4. The Effect of Work Motivation, Incentive System, and Job Stress

Sales performance refers to the degree to which sales personnel successfully carry out their responsibilities in achieving sales targets and contributing to organizational objectives. It reflects not only the quantity of sales achieved but also the effectiveness with which sales personnel manage available resources to generate sustainable outcomes (Locke, 1968; Cai et al., 2022a). In this sense, sales performance encompasses both results and processes, emphasizing efficiency, professionalism, and value creation for the organization.

Johnston and Marshall (2019) define sales performance as an individual's capability to execute core sales activities, including identifying prospects, communicating with customers, negotiating terms, and closing sales effectively and ethically. Furthermore, Churchill et al. (1985) and Kudsi et al. (2017) argue that employee performance, including sales performance, is the outcome of an interaction between individual ability, work motivation, and the organizational reward system. Sales personnel who are supported by fair and adequate incentive systems are more likely to demonstrate higher levels of performance, as incentives reinforce motivation and encourage consistent effort.

Empirical studies indicate that sales performance is influenced by both psychological and structural factors. Rabbani and Bagasworo (2024) found that work motivation and incentive programs have a significant positive effect on performance, while job stress negatively affects productivity by reducing work effectiveness. These findings suggest that motivated employees who receive appropriate incentives tend to perform better, whereas excessive pressure and workload may hinder performance. Based on this perspective, the present study applies these concepts to the context of IndiHome sales personnel in Yogyakarta to examine the partial and simultaneous effects of work motivation, incentive systems, and job stress on sales performance.

H4: Work motivation, incentive systems, and job stress simultaneously has a positive effect on performance.

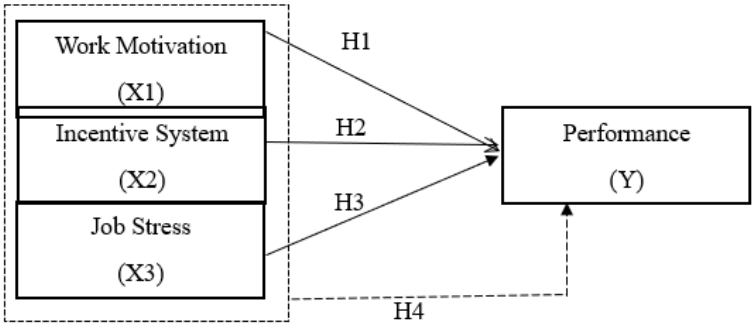

Figure 1. Research Framework

Figure 1 illustrates the relationships between three independent variables: work motivation (X1), incentive system (X2), and job stress (X3) and employee performance (Y). H1 proposes that higher work motivation positively affects performance, while H2 suggests that a fair and effective incentive system enhances performance. H3 examines the impact of job stress on performance, typically expecting a negative effect if stress is unmanaged. H4 represents the simultaneous effect of all three factors on performance, testing whether they collectively influence employee productivity and effectiveness. This framework allows for the analysis of both individual and combined contributions of motivation, incentives, and stress to overall performance.

3. Methods

This study employed a quantitative approach with an associative research design to examine the effects of work motivation (X1), incentive systems (X2), and job stress (X3) on sales performance (Y) of IndiHome sales personnel in Yogyakarta. Data were collected using a Likert-scale questionnaire distributed to active sales staff selected through probability sampling. The responses were analyzed using multiple linear regression to evaluate both the individual (partial) and combined (simultaneous) effects of the independent variables on the dependent variable. Prior to hypothesis testing, the research instruments and collected data were evaluated for validity, reliability, and classical assumptions, including normality, multicollinearity, and heteroscedasticity, to ensure the appropriateness and consistency of measurement and analysis (e.g., validity and reliability testing, as well as assumption checks, are standard procedures in quantitative studies using regression analysis) (Liu & Liu, 2022; Cahyanti, 2024). All statistical analyses were conducted using the Statistical Package for the Social Sciences (SPSS) version 23 software, which facilitated data processing, instrument testing, and multiple linear regression analysis.

The study was conducted at Rumah Orbit & IndiHome, Jl. Suryoputran No.14/25, Panembahan, Kraton District, Yogyakarta City, Special Region of Yogyakarta 55131, with data collection carried out from September until the completion of the research. Respondents' answers to the questionnaire items were measured using a Likert scale according to the statements provided. The questionnaire items were compiled in a Google Form, and respondents were asked to select the options that best reflected their actual experiences. The instrument was designed to measure the variables work motivation, incentive systems, job stress, and sales performance, and also included questions regarding respondent identity. A total of 24 statements were used, with 6 statements for each variable: work motivation, incentive systems, job stress, and sales performance. The population of this study consisted of 70 IndiHome sales personnel in Yogyakarta.

The sampling technique employed was probability sampling, specifically simple random sampling. This technique provides each member of the population with an equal chance of being selected as a sample, without any specific criteria. Every individual in the population has the same opportunity to become a respondent, ensuring that the research results objectively represent the population.

$$n = \frac{N}{(1 + Ne^2)}$$

Description:
n: Sample
N: Population
e: Percentage of accuracy allowance due to sampling error
Based on the formula above, the following results can be obtained:

$$n = \frac{70}{(1 + (70) \times (0.05)^2)}$$
$$n = \frac{70}{(1 + 70 \times 0.0025)}$$
$$n = \frac{70}{1.175}$$
$$n = 59.57$$

Based on these calculations, the required sample size is 59.57, which can be rounded up to 60 respondents, who are IndiHome salespeople in Yogyakarta, who

were randomly selected without any strata division within the population. The selection of the simple random sampling technique is based on the consideration that the study population is homogeneous in terms of work and responsibilities, so that the use of a simple random method can produce representative data and is free from researcher bias.

4. Results

Based on these calculations, the required sample size is 59.57, which can be rounded up to 60 respondents, who are IndiHome salespeople in Yogyakarta, who were randomly selected without any strata division within the population. The selection of the simple random sampling technique is based on the consideration that the study population is homogeneous in terms of work and responsibilities, so that the use of a simple random method can produce representative data and is free from researcher bias.

Table 1. Respondent Characteristic

Characteristic	Items	Frequency	Percentage (%)
Gender	Male	33	55
	Female	27	45
Age	< 20 years	10	16.7
	21- 30 years	47	78.3
	31 - 40 years	3	5
	41- 50 years	0	0
	>50 years	0	0
Educational Level	Junior High School	1	1.7
	Senior High School/Vocational High School	42	70
	Diploma	2	3.3
	Bachelor's Degree	13	21.7
	Other	2	3.3
Length of Service	< 1 year	33	55
	1 - 3 years	23	38.3
	4 – 6 years	1	1.7
	> 7 years	3	5
Total		60	100

Table 1 presents the demographic characteristics of the 60 IndiHome sales personnel respondents in Yogyakarta, including gender, age, educational level, and length of service. In terms of gender, 33 respondents (55%) were male and 27 respondents (45%) were female, indicating a relatively balanced distribution. Regarding age, the majority of respondents were between 21 and 30 years old (47 respondents or 78.3%), followed by those under 20 years old (10 respondents or 16.7%) and 31–40 years old (3 respondents or 5%), while no respondents were aged 41 years or older. This indicates that most sales personnel are young and within a productive age range. Concerning educational level, most respondents had completed senior high school/vocational high school (42 respondents or 70%), followed by a bachelor's degree (13 respondents or 21.7%), diploma (2 respondents or 3.3%), and other educational backgrounds (2 respondents or 3.3%), with only one respondent (1.7%) having a junior high school education. This shows that the majority of sales personnel have a secondary education background, with a small proportion having higher education. In terms of length of service, most respondents had worked for less than 1 year (33 respondents or 55%), followed by 1–3 years (23 respondents or 38.3%), more than 7 years (3 respondents or 5%), and 4–6 years (1 respondent or 1.7%), indicating that most sales personnel are relatively new employees. These demographic characteristics illustrate that the IndiHome sales

personnel in Yogyakarta are predominantly male, young, with a secondary education background, and have less than one year of work experience, which provides an important context for understanding their work motivation, perceptions of the incentive system, job stress, and sales performance.

The research instrument's validity was tested by comparing each item's r value (r count) with the critical r value (r table) from the Pearson correlation table. An item was considered valid if r count > r table. At a 5% significance level ($\alpha = 0.05$) with 58 degrees of freedom (n–2), the critical r value was 0.254. The r values, obtained from the SPSS Pearson Correlation output, represent each item's correlation with the total respondent score.

Table 2. Validity test

Variable	Indicator	r count	r table	Description
Work Motivation (X1)	X1.1	0.815	0.254	Valid
	X1.2	0.680		
	X1.3	0.833		
	X1.4	0.807		
	X1.5	0.866		
	X1.6	0.690		
Incentive System (X2)	X2.1	0.763	0.254	Valid
	X2.2	0.763		
	X2.3	0.848		
	X2.4	0.815		
	X2.5	0.786		
	X2.6	0.799		
Job Stress (X3)	X3.1	0.512	0.254	Valid
	X3.2	0.600		
	X3.3	0.720		
	X3.4	0.733		
	X3.5	0.786		
	X3.6	0.587		
Performance (Y)	Y.1	0.800	0.254	Valid
	Y.2	0.651		
	Y.3	0.778		
	Y.4	0.855		
	Y.5	0.875		
	Y.6	0.824		

Table 2 shows the validity test results for all research variables: work motivation (X1), incentive system (X2), job stress (X3), and performance (Y), each measured with six indicators. All indicators had r values above the critical value of 0.254, ranging from 0.512 to 0.875 (X1: 0.680–0.866; X2: 0.763–0.848; X3: 0.512–0.786; Y: 0.651–0.875), confirming that every item validly measures its intended variable. This ensures the reliability and accuracy of the instruments and supports subsequent quantitative analyzes. The reliability of each variable was tested using Cronbach's alpha, which assesses the internal consistency of questionnaire items. A Cronbach's alpha value above 0.6 indicates that the items reliably measure the same construct and are consistent enough for further analyzis.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Cut point	Description
Work Motivation (X1)	0.872	0.6	Reliable
Incentive System (X2)	0.884		Reliable
Job Stress (X3)	0.742		Reliable
Performance (Y)	0.885		Reliable

Based on Table 3, the Cronbach's Alpha value for the work motivation variable is 0.872, the incentive system variable is 0.884, the job stress variable is 0.742 and the performance variable is 0.885 so that each variable has a Cronbach's Alpha greater than 0.6 and it is said that all these variables are reliable and can be used as research instruments.

The normality test checks if regression residuals are approximately normally distributed, which is important because many statistical tests (like t-tests and F-tests) assume normal errors. Visually, a normal probability plot compares residuals to expected normal values; points closely following the diagonal indicate normality, while large deviations or systematic curves suggest non-normal residuals.

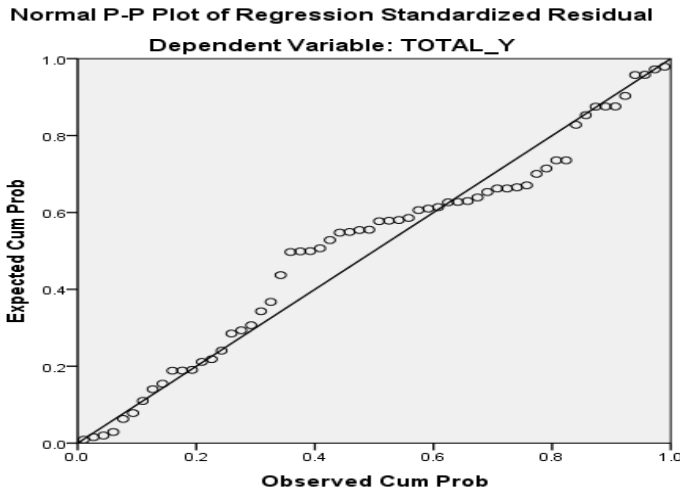

Figure 2. Normal Probability Plot

Figure 2 shows the normal probability plot of regression residuals, which are generally clustered along the diagonal line with minor deviations, indicating that the residuals approximate a normal distribution. This pattern supports the reliability of regression analysis, as many inferential statistics assume normality of errors. With a sample size of 60, the Central Limit Theorem further ensures that the sampling distribution of the mean is approximately normal, regardless of the population distribution, reinforcing the suitability of the data for regression analysis.

Multicollinearity occurs when independent variables are highly correlated, making it difficult to assess their individual effects. It can be detected using tolerance and the Variance Inflation Factor, where tolerance greater than 0.1 and VIF less than 10 indicate low multicollinearity and reliable regression estimates.

Table 4. Multicollinearity Test

Model	Tolerance	VIF
Work Motivation	0.434	2.304
Incentive Systems	0.435	2.300
Job Stress	0.936	1.069

Based on Table 4, the tolerance values for work motivation (0.434), incentive system (0.435), and job stress (0.936) exceed 0.1, and their VIF values (2.304, 2.300, 1.069) are below 10, indicating no multicollinearity. This means the independent variables are not highly correlated, and the regression model can be interpreted reliably.

The heteroscedasticity test assesses whether the residuals of a regression model have constant variance across observations. A well-specified model should exhibit homoscedasticity. If the test's significance value (p-value) is greater than 0.05, it

indicates no heteroscedasticity, whereas a p-value below 0.05 suggests its presence. The results of the heteroscedasticity test for this study are presented in Figure 3.

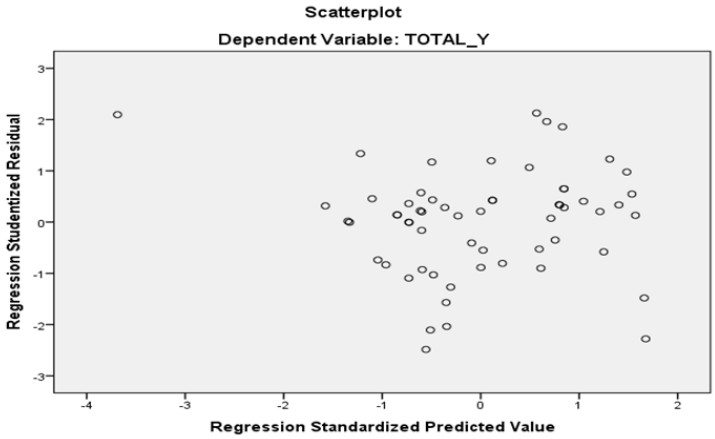

Figure 3. Heteroscedasticity Test

Based on Figure 3, the scatterplot of residuals shows a random distribution without any clear pattern, suggesting that the variance of the residuals is constant across observations and that the regression model does not exhibit heteroscedasticity. This visual assessment is supported by the Glejser test, where significance values greater than 0.05 indicate that the residuals do not vary systematically with the independent variables, confirming that the assumption of homoscedasticity has been met and the regression results can be interpreted reliably.

Table 5. Partial Test & Multiple Linear Regression

Model	Regression Coefficient	t count	Significance	Standart Error
(Constant)	3.540			2.541
Work Motivation	0.413	3.357	0.001	0.123
Incentive Systems	0.416	3.142	0.003	0.132
Job Stress	-0.025	-0.269	0.789	0.092

Based on Table 5, the regression equation used in this study can be formulated. The form of the regression equation in this study is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 3{,}540 + 0{,}413X_1 + 0{,}416X_2 - 0{,}025X_3 + e$$

Information :

Y = Salesforce performance
X_1 = Work motivation
X_2 = Incentive system
X_3 = Job stress
α = Regression constant
b_1 = Regression coefficient of work motivation
b_2 = Regression coefficient of incentive system
b_3 = Regression coefficient of job stress
e = *Error*

Based on the multiple linear regression results, the constant value of 3.540 indicates that if work motivation (X1), incentive system (X2), and job stress (X3) are zero, the baseline performance of IndiHome salespeople in Yogyakarta is 3.540. The

regression coefficients show that work motivation (0.413) and the incentive system (0.416) have positive effects on performance, meaning each unit increase in these variables raises performance by 0.413 and 0.416 respectively, while job stress (-0.025) has a negative effect, slightly reducing performance. These results suggest that improving work motivation and the incentive system enhances salesperson performance, whereas higher job stress can reduce it.

The t-test examines the individual effects of work motivation, the incentive system, and job stress on performance and determines the significance of each variable. The hypotheses tested are H1: work motivation significantly affects performance, H2: the incentive system significantly affects performance, and H3: job stress has an insignificant effect. A variable is considered significant if Sig. < 0.05 or t count > t-table, and insignificant if Sig. > 0.05 or t count < t-table. Using this criterion, work motivation (β = 0.413, t = 3.357, Sig. = 0.001) and the incentive system (β = 0.416, t = 3.142, Sig. = 0.003) are significant, leading to acceptance of H1 and H2, while job stress (β = -0.025, t = -0.269, Sig. = 0.789) is insignificant, resulting in the rejection of H3, indicating that job stress is moderate and manageable. Based on this decision-making criterion, a value that needs to be determined first is the t-table for each independent variable. To find the t-table value for each variable, the following formula is used.

$$t\ tabel = t(\frac{\alpha}{2}; n-k-1)$$
$$t\ tabel = t(\frac{0.05}{2}; 60-3-1)$$
$$t\ tabel = t(0.025; 56)$$
$$t\ tabel = 2.003$$

Partial Test (t-Test) where:
α = Confidence level
n = Number of samples
k = Number of variables X

The F-test examines whether work motivation, incentive systems, and job stress simultaneously affect sales personnel performance, testing H4. The independent variables are considered to have a simultaneous effect if Sig. < 0.05 or F count > F-table, and no effect if Sig. > 0.05 or F count < F-table, with the F-table value calculated using the appropriate formula.

$$F\ table = F(k; n-k)$$
$$F\ table = F(2; 60-3)$$
$$F\ table = t(2; 57)$$
$$F\ table = 2.77$$

Information:
n = Number of samples
k = Number of variables X
$F\ tabel$ = Position of the F table value in the F table value distribution table

Table 6. Simultaneous Test Result

Model/Test	Value
Regression	-
F Count	27.949
Sig.	0.000

Table 6 presents the results of the simultaneous test (F-test), showing an F value of 27.949 with a significant level of 0.000. Since the significance is less than 0.05, this indicates that work motivation, incentive systems, and job stress simultaneously have a significant effect on the performance of IndiHome sales personnel in Yogyakarta.

Table 7. Determination Coefficient Test (R^2)

Test	Value
R	0.774
R Square	0.600
Adjusted R-Square	0.578
Std. Error of the Estimate	2.78762

Table 7 presents the results of the determination coefficient (R^2) test. The multiple correlation coefficient (R) is 0.774, indicating a strong correlation between the independent variables (work motivation, incentive systems, and job stress) and the dependent variable (performance). The R^2 value of 0.600 shows that 60% of the variation in sales personnel performance can be explained by these three independent variables simultaneously, while the remaining 40% is influenced by other factors not included in the model. The adjusted R^2 value of 0.578 accounts for the number of predictors and sample size, providing a more precise estimate of the model's explanatory power. The standard error of the estimate is 2.78762, reflecting the average distance between the observed and predicted performance values.

5. Discussion

The testing of the first hypothesis shows that work motivation has a positive and significant effect on the performance of IndiHome sales personnel in Yogyakarta. This finding aligns with Hakman et al. (2021), who reported that work motivation significantly affects performance. In practice, although motivation levels vary among individuals, IndiHome sales personnel continue to strive to meet sales targets and fulfill their responsibilities. Factors such as monthly target pressures, fluctuating customer numbers, or field challenges do not fully reduce performance, as sales personnel rely on internal motivation and the incentive system. Highly motivated personnel tend to be proactive, disciplined, and focused, enhancing productivity and target achievement. Therefore, work motivation is a dominant factor supporting the performance of IndiHome sales personnel in Yogyakarta.

Testing the second hypothesis shows that the incentive system has a positive and significant effect on the performance of IndiHome salespeople in Yogyakarta. This finding aligns with Ardiyanti and Radiansyah (2024b), who reported that incentive systems significantly affect performance. In practice, although incentives vary among salespeople, they continue to strive to achieve targets and fulfill their responsibilities. Incentives such as sales bonuses, awards, or additional compensation serve as key motivators, increasing motivation and productivity. Sales personnel receiving fair and targeted incentives tend to be more focused, disciplined, and proactive in completing tasks. Therefore, the incentive system has a positive and significant effect on performance, supporting optimal sales force productivity in Yogyakarta.

The results of testing the third hypothesis indicate that job stress does not have a positive and significant effect on the performance of IndiHome sales personnel in Yogyakarta. This means that job stress does not statistically influence sales performance in this sample, contrary to Hakman et al. (2021), who found a significant effect. In practice, although sales personnel face pressures such as monthly targets, fluctuating customer numbers, and field challenges, they continue to strive to meet responsibilities and achieve sales targets. Work strategies, experience, internal

motivation, and the existing incentive system help mitigate the negative effects of stress. As a result, performance remains high despite stress levels. In the context of IndiHome, job stress does not directly affect productivity because personnel are accustomed to working under pressure, making stress a non-dominant factor in determining performance.

Testing the fourth hypothesis shows that work motivation, incentive systems, and job stress simultaneously have a positive and significant effect on the performance of IndiHome sales personnel in Yogyakarta. This finding aligns with Rabbani and Bagasworo (2024), who reported that work motivation and incentive programs positively affect performance, whereas job stress negatively affects it. In practice, these three variables collectively influence sales performance, as personnel continue to achieve targets and complete tasks despite field pressures, fluctuating customer numbers, and increasing workloads. Internal motivation enhances discipline and proactivity, while incentives boost productivity. Job stress, although present, does not significantly reduce performance because its effects are offset by motivation and incentives. This study demonstrates that in the digital telecommunications sales sector, performance is more influenced by motivation and incentives than by stress, expanding on prior studies in healthcare, manufacturing, and online transportation sectors.

These findings imply that management should prioritize strengthening work motivation and designing fair, performance-based incentive systems to sustain high sales productivity. Companies need to provide clear targets, transparent reward mechanisms, and continuous motivational support through coaching and recognition programs. Although job stress did not significantly affect performance, stress management initiatives such as workload planning and psychological support remain important to maintain long-term employee well-being. By integrating motivational strategies with structured incentive schemes, organizations can optimize sales performance while ensuring workforce sustainability in the competitive digital telecommunications sector.

6. Conclusion

This study examined the effect of work motivation, incentive systems, and job stress on the performance of IndiHome sales personnel in Yogyakarta. The findings indicate that work motivation and incentive systems have a positive and significant effect on performance both partially and simultaneously, while job stress does not show a significant partial effect. Work motivation serves as an internal driver, encouraging discipline, proactivity, and focus, whereas incentive systems act as external reinforcement, boosting productivity and target achievement. Job stress, although present, remains at a manageable level and does not significantly hinder performance, suggesting that stress is functional rather than disruptive in this context. Simultaneously, the interaction of all three variables significantly affects performance, highlighting the importance of managing psychological and work system factors collectively.

The implications of these findings suggest that organizations should prioritize enhancing motivation and implementing effective incentive systems to sustain and improve salesperson performance. By providing structured incentives and fostering internal motivation, sales personnel can maintain high productivity even under work pressure. This study is limited to 60 IndiHome sales personnel in Yogyakarta, which may restrict the generalizability of the findings. Additionally, other potential factors such as job satisfaction, organizational culture, leadership, or work environment were not examined. Future research is recommended to explore additional variables influencing sales performance, expand the sample across multiple regions or branches for greater representativeness, and combine quantitative methods with

qualitative approaches such as interviews or observations to gain deeper insights into the factors affecting salesperson performance.

References

Agung, R., & Oetomo, D. (2017). The effect of compensation and incentives on employee productivity. *Journal of Management Studies, 15*(2), 67–78.

Ardiyanti, N., & Radiansyah, E. (2024a). Pengaruh insentif dan beban kerja terhadap kinerja karyawan yang dimediasi oleh stres kerja. *Masyarakat Pendidikan: Jurnal Pendidikan, Ilmu Sosial dan Pengabdian kepada Masyarakat, 4*(3), 1544–1553.

Ardiyanti, R., & Radiansyah, A. (2024). The impact of work stress on sales performance: Evidence from Indonesian sales force. *Journal of Management Research, 12*(1), 78–90.

Ardiyanti, R., & Radiansyah, M. (2024b). Pengaruh sistem insentif terhadap motivasi dan kinerja karyawan. *Jurnal Manajemen dan Bisnis Terapan, 8*(1), 55–63.

Ardiyanti, S., & Radiansyah, M. (2024c). Pengaruh sistem insentif terhadap kinerja karyawan dengan stres kerja sebagai variabel mediasi. *Jurnal Ilmu Manajemen dan Bisnis, 12*(1), 55–64.

Aryani, A. D., Nugroho, W. S., & Wening, N. (2022). Pengaruh kompensasi, motivasi dan stres kerja terhadap kinerja karyawan: Studi kasus pada komunitas keluarga Gojek 24 Yogyakarta (2021). *Jurnal Ekonomi, Bisnis dan Manajemen, 1*(4), 281–305.

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior, 10*(1), 25–53.

Cai, A., Liu, M., & Liu, H. (2022a). A methodology for evaluating salespeople performance considering efficiency and effect: A case study of a liquor company in China. *Frontiers in Psychology, 13*(4), 923-938.

Cai, W., Xu, C., Yu, S., & Gong, X. (2022b). Research on the impact of challenge-hindrance stress on employees' innovation performance: A chain mediation model. *Frontiers in Psychology, 13*(5), 745-759.

Churchill, G. A., Ford, N. M., & Walker, O. C. (1985). *Sales force management: Planning, implementation, and control*. Homewood, IL: Irwin.

Claro, D. P., Plouffe, C. R., & Vieira, V. A. (2023). Sales compensation plan type and sales opportunity coverage: "Double-edged" sword effects on sales performance. *Industrial Marketing Management, 113*(12), 153–167.

Claro, D. P., Ramos, C., & Palmatier, R. W. (2024). Dynamic and global drivers of salesperson effectiveness. *Journal of the Academy of Marketing Science, 52*(2), 399–425.

Desty, N., & Ralina, R. (2021). Sistem insentif dan pengaruhnya terhadap kinerja karyawan pada perusahaan jasa. *Jurnal Ilmu Manajemen, 9*(2), 112–120.

Figueiredo, E., Margaça, C., García, J. C. S., & Ribeiro, C. (2025). The contribution of reward systems in the work context: A systematic review of the literature and directions for future research. *Journal of the Knowledge Economy, 5*(3), 1–35.

Fitriya, F., Putri, T. D., & Wibowo, S. N. (2025). The effect of workload and work environment on employee performance through work stress as a mediation variable at PT Dharma Kyungshin Indonesia. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE), 8*(3), 9828-9839.

Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspeli, A. K., … Halvari, H. (2022). The multidimensional work motivation scale: Validation evidence in 12 countries. *European Journal of Work and Organizational Psychology, 31*(2), 241–256.

Good, V., Hughes, D. E., Kirca, A. H., & McGrath, S. (2022). A self-determination theory-based meta-analysis on the differential effects of intrinsic and extrinsic motivation on salesperson performance. *Journal of the Academy of Marketing Science, 50*(3), 586–614.

Hakman, H., Suhadi, S., & Yuniar, N. (2021). Pengaruh beban kerja, stres kerja, motivasi kerja terhadap kinerja perawat pasien Covid-19. *Jurnal Perawatan Keperawatan dan Teknologi Kesehatan (NCHAT), 1*(2), 47–54.

Hao, X. (2023). Study on incentive factors and incentive effect differences of teachers in universities and colleges under the view of demographic variables. *Education and Teaching Forum, 18*(5), 22–29.

Johnston, M. W., & Marshall, G. W. (2019). *Sales force management: Leadership, innovation, technology* (13th ed.). New York, NY: Routledge.

Kaše, R., Saksida, T., & Mihelič, K. K. (2022). New work: New motivation? A comprehensive literature review on the impact of workplace technologies. *Management Review Quarterly, 72*(2), 391–417.

Kim, S., & Kim, D. (2021). Public service motivation and work performance: The role of intrinsic and prosocial values in modern organizations. *Public Personnel Management, 50*(3), 336–356.

Kudsi, M. R., Riadi, S. S., & AS, D. L. (2017). Pengaruh pengembangan karir dan sistem insentif terhadap kinerja karyawan. *Jurnal manajemen, 9*(2), 85-93.

Li, Y., & Jones, J. (2023). Employee recognition, intrinsic motivation, and job performance: Evidence from organizational settings. *Human Resource Development International, 26*(1), 45–62.

Lilo, A. N. G., & Ardiansari, A. (2025). The Influence of work environment and work motivation on employee performance through job satisfaction as a mediation variable. *Research Horizon, 5*(4), 1111-1124.

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*(5), 778-791.

Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational Behavior and Human Performance, 3*(2), 157–189.

Mariusz, G., & Piotr, P. (2024). The role of the incentive system in the process of reducing stress levels in the workplace. *European Research Studies Journal, 27*(3), 652-676.

McAnally, K., & Hagger, M. S. (2024). Self-determination theory and workplace outcomes: A conceptual review and future research directions. *Frontiers in Psychology, 15*(9), 1120-1136.

Ngala, E., Lapalelo, B., & Imran, T. (2025). Intrinsic motivation and employee performance improvement in educational organizations. *Research Horizon, 5*(4), 1437-1452.

PT Telkom Indonesia Tbk. (2023). *Laporan keberlanjutan (ESG) 2023*. Retrieved on October 23, 2025, from https://www.telkom.co.id/minio/show/data/lampiran/1711937336092_original_Laporan%20Keberlanjutan%20Telkom%202023_website.pdf.

Rabbani, A. A., & Bagasworo, W. (2024). Pengaruh stres kerja, program insentif dan motivasi terhadap kinerja driver ojek online. *Journal of Accounting, Management and Islamic Economics, 2*(1), 227–242.

Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior* (18th ed.). London: Pearson Education Limited.

Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology, 61*(10), 101-110.

Sharma, R., & Joshi, N. (2023). Herzberg's motivation-hygiene theory and employee retention: Evidence from the IT & ITES industry. *Prabandhan: Indian Journal of Management, 16*(4), 17–28.

Silaen, N. R., Nurlaeli, A., Asir, M., Arta, I. P. S., Siregar, L. A., Mahriani, E., ... & Komalasari, I. & Widiyawati, W.(2022). *Manajemen Sumber Daya Manusia (Perspektif, Pengembangan Dan Perencanaan)*. Bandung: Widina Bhakti Persada.

Van den Broeck, A., Ferris, D. L., Chang, C. H., & Rosen, C. C. (2021). A review of self-determination theory's basic psychological needs at work. *Journal of Management, 47*(1), 174–197.

Vo, T. T. D., Tuliao, K. V., & Chen, C.-W. (2022). Work motivation: The roles of individual needs and social conditions. *Frontiers in Psychology, 13*(5), 886-910.

Wang, Y., & Zhang, J. (2019). Fair incentive systems and employee performance in modern organizations. *International Journal of Human Resource Studies, 9*(2), 45–57.

Zakaria, S. I., Ferdinand, A. T., & Raharjo, S. T. (2017). The strategy to improve salesperson's performance by salesperson's technical competency, sales soft capability, service orientation, and adaptive selling. *Jurnal Sains Pemasaran Indonesia (Indonesian Journal of Marketing Science), 16*(3), 167–181.

Acknowledgment
We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information
This research did not receive any funding.

Conflict of Interest Statement
The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement
Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement
The data that support the findings of this study are available from the corresponding author upon reasonable request.