
**THE EFFECT OF WORK ENVIRONMENT AND WORK DISCIPLINE ON
EMPLOYEE PERFORMANCE AT PT REKSO NASIONAL FOOD MCDONALD'S
EDUTOWN TANGERANG BRANCH**

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The purpose of this study was to determine the effect of work environment and work discipline on employee performance at PT Rekso Nasional Food, McDonald's Edutown Tangerang Branch, partially and simultaneously. The method used is quantitative. The sampling technique used saturated sampling, namely 55 respondents. Data analysis used validity test, reliability test, classical assumption test, regression analysis, correlation coefficient, determination coefficient and hypothesis test. The results of this study are that the work environment has a significant effect on employee performance with a determination coefficient value of 53.4% and the hypothesis test obtained $t_{count} > t_{table}$ or $(7.798 > 2.006)$. Work discipline has a significant effect on employee performance with a determination coefficient value of 37.8% and the hypothesis test obtained $t_{count} > t_{table}$ or $(5.569 > 2.006)$. The work environment and work discipline simultaneously have a significant effect on employee performance with a regression equation $Y = 10.099 + 0.470X_1 + 0.275X_2$. The coefficient of determination value is 60.6% while the remaining 39.4% is influenced by other variables. The hypothesis test obtained the calculated F value $> F_{table}$ or $(39.929 > 2.780)$.

Keywords: Work Environment, Work Discipline, Employee Performance**INTRODUCTION**

McDonald's Edutown Tangerang Branch, is one of the branch restaurants McDonald's is a fast food restaurant that opened in Indonesia. Strategically located in Tangerang, McDonald's outlets add dining options for the community with various facilities and conveniences provided. McDonald's is equipped with the latest technology, namely Self Ordering Kiosk (SOK), and consumers can directly order their own menu through this modern machine and choose to pay directly at the machine provided using a credit card or debit card, or pay with cash at the cashier. In addition, McDonald's Edutown Tangerang Branch also has a Dual Point System (DPS), a state-of-the-art ordering system from McDonald's that separates the ordering and payment counter from the counter for picking up food. With this system, the long queues often seen at McDonald's outlets can be shortened and make consumers more comfortable.

It is crucial for a company to optimize its employees' performance, given that good performance will determine the company's success. Therefore, employees, who are the actors within it, need to work together to achieve this. Therefore, leaders should be able to encourage employees or all components of human resources to achieve this, such as requiring employees to have good performance and be able to work under pressure. Performance can be assessed by the quality and quantity of

work achievements achieved by an employee in carrying out their duties and responsibilities assigned to them.

In its activities, the company must improve its performance from time to time. Good performance is able to show an increasing number of achievements, the ability to carry out actions that can support the work optimally, have good self-confidence in completing work, and take full responsibility for their duties and obligations. In addition, employees also have the ability to overcome problems in the work so that they can increase the company's competitiveness well.

It's crucial for companies to optimize their employees' performance, considering that human resources are the key to achieving company goals. Therefore, leaders should be able to motivate employees to perform optimally to achieve company-determined targets and work standards.

McDonald's Edutown Tangerang Branch assesses employee performance based on personnel assessments. With the growing number of people with business potential, the company should be able to maximize its potential. However, in recent years, the company has been less than effective in managing its workforce.

Table 1. McDonald's Edutown Tangerang Branch Employee Performance Data for 2020-2024

No	Indicators that Rated	Target (%)	Annual Achievement (%)				
			2020	2021	2022	2023	2024
1	Quality results good job	100%	84.4%	84.4%	87.2%	76.5%	73.9%
2	Achievement results work in accordance target	100%	73.5%	73.5%	78.4%	73.5%	72.2%
3	Knowledge related to employee's field of work	100%	78.2%	78.2%	80.5%	81.7%	76.6%
4	Ability to execute work in accordance work order	100%	80.3%	80.3%	85.6%	78.6%	77.2%
5	Responsibility for work	100%	75.4%	75.4%	81.3%	76.4%	74.5%
Average Achievement			78.4%	76.8%	82.6%	77.9%	74.9%
Criteria			Enough	Enough	Good	Enough	Enough

Source: McDonald's Edutown Tangerang Branch, 2025.

The company's performance target of 100% in 2020 was only 78.4%, or within the sufficient criteria. In 2021, performance decreased from the previous year's 76.8%, or within the sufficient criteria.

Performance in 2022 saw a slight increase from the previous year's 82.6%, categorized as good, although not yet optimal. Furthermore, in 2023, performance decreased again from the previous year's 77.3%, categorized as adequate. Furthermore, in 2024, performance decreased again from the previous year's 74.9%, categorized as adequate.

A positive work environment will have a positive impact on performance

improvement, but conversely, a negative work environment will also have a negative impact on performance improvement. The conditions at McDonald's Edutown Tangerang Branch showed several unfavorable indicators, as the author conducted a pre-survey of 30 employees, where employee assessments are summarized in the following table:

Table 2. Results of the Pre-Survey of the Work Environment of McDonald's Edutown Branch, Tangerang City

Indicator	Statement	Amount	Agree		Disagree Less	
		Pre-survey	Person	%	Person	%
1. Work facilities	The company providesadequate facilities for employees to use Streamline his work	30	21	70.00%	9	30.00%
2. Lighting	Every room Worklighting employees it's bright enough	30	24	80.00%	6	20.00%
3. Work space air temperature	The company installed air conditioning in every room employee work	30	23	76.70%	7	23.30%
4. Workplace atmosphere	Employee feel The atmosphere in the workplace is comfortable because of cooperation able to be built nicely	30	25	83.30%	5	16.70%
5. Relationship between colleagues	The relationship between coworkers has been quite pleasant so far.	30	24	80.00%	6	20.00%
Work						
Average			23	78.00%	7	22.00%

Source: Prasurvey, 2025 (processed)

Based on the data in the table above, employee responses based on the results of the pre-survey regarding work environment conditions show that almost all indicators still provide an assessment of less agreement or still need to be improved.

In the indicator of "work facilities" especially the provision of adequate facilities to employees such as tools to facilitate their work tasks, only 21 people or 70.0% gave an assessment or answer in agreement. While 9 employees or 30.0% gave a response that disagreed. In the indicator of "Lighting" especially each employee's workspace lighting and work task area is bright enough, only 24 people or 80.0% gave an assessment or answer in agreement. While 6 employees or 20.0% gave a response that disagreed. Then in the indicator of "Air temperature in the workspace"

especially the Company installs air conditioning in each employee's workspace, only 23 people or 76.7% gave an assessment or answer in agreement. While 7 employees or 23.3% gave a response that disagreed. In the indicator of "Workplace atmosphere" especially Employees feel the atmosphere in the workplace is comfortable because Cooperation can be built well, only 25 people or 83.3% gave an assessment or answer in agreement. While 5 employees or 16.7% gave a response that disagreed.

Regarding the "Relationships between Coworkers" indicator, particularly regarding the "relations between coworkers" so far, which have been quite pleasant, only 24 employees (80.0%) gave an affirmative response. Meanwhile, 6 employees (20.0%) responded that they disagreed. Of these indicators, an average of 23 employees (78.0%) responded that they were "good," while an average of 7 employees (22.0%) responded that they were "not so good." It is very clear that the work environment still needs to be improved to create an atmosphere where employees enjoy the work environment where they work so that these employees will carry out their work activities optimally.

**Table 3. Disciplinary Case Data Based on Employee Absence Conditions
McDonald's Edutown Tangerang Branch 2020-2024**

Year	Number of employees	Number of days Work	Number of Indisciplinary Cases			Amount	Percentage (JML/JHK/JK)
			Late	Truant	Alpha		
2020	54	360	822	175	122	1,119	5.76%
2021	54	360	815	182	128	1,125	5.79%
2022	54	360	837	178	133	1,148	5.91%
2023	55	360	852	186	137	1,175	5.93%
2024	55	360	861	188	142	1,191	6.02%
Average			837	182	132	1,152	5.88%

Information: JHK: Number of Working Days, TL = Late, BL : Truant, ALP = Alpha

Source: McDonald's Edutown Tangerang Branch, 2025 (processed)

The table above shows that employee absenteeism fluctuates, with an upward trend almost every year. In 2020, employees who were late, skipped work, or absent without notifying their superiors reached 1,119 cases, representing 5.76% of the total.

Furthermore, absenteeism in 2021 increased from the previous year, reaching 1,125 cases of indiscipline, or 5.79%. Furthermore, absenteeism in 2022 decreased slightly from the previous year, but remained quite high, reaching 1,148 cases of indiscipline, or 5.91%. Furthermore, absenteeism in 2023 increased from the previous year, reaching 1,175 cases of indiscipline, or 5.93%. Furthermore, absenteeism in 2024 again increased from the previous year, reaching 1,191 cases of indiscipline, or 6.02%.

If averaged, the number of employees who commit violations or indiscipline per year reaches an average of 1,152 cases of indiscipline per year or reaches 5.88%. Leadership in an organization has a wide-ranging impact, including on employee behavior in complying with company regulations. Therefore, continuous monitoring and discipline are essential responsible work so that work can be carried out effectively and efficiently.

METHOD

The type of research used is associative research, which aims to determine the

influence or relationship between two or more variables (Sugiyono, 2017:44). The method used is quantitative as a scientific method because it meets scientific principles, namely, conjectural or empirical, objective, measurable, rational, and systematic (Sugiono, 2017:8). The quantitative method is research data in the form of numbers and analysis using statistics.

RESEARCH RESULTS AND DISCUSSION

Instrument Test

Validity Test

Table 4. Results of Validity Test of Work Environment Variable (X1)

No	Questionnaire	r count t	r table	Informati on
1	The company provides adequate facilities to employee use expedite his work	0.485	0.266	Valid
2	The facilities and work equipment provided by the company are sufficient. complete	0.412	0.266	Valid
3	The lighting in the workplace is bright enough	0.542	0.266	Valid
4	Lighting in other facilities outside the work area is bright enough.	0.468	0.266	Valid
5	The company installed the AC in every employee work space	0.648	0.266	Valid
6	Room atmosphere Work Enough comfortable used for work	0.637	0.266	Valid
7	Employees feel the atmosphere in the workplace is comfortable because of cooperation. able to be built well	0.657	0.266	Valid
8	Employee feel feel at home Work incorporate environment	0.705	0.266	Valid
9	The relationship between coworkers has been quite pleasant so far.	0.718	0.266	Valid
10	The relationship between coworkers has been quite harmonious so far.	0.491	0.266	Valid

Source: Processed data, 2025.

Based on the data in the table above, all questionnaire items on the work environment variable (X1) obtained a calculated r value > r table (0.266), thus All questionnaire items were declared valid. Therefore, the questionnaire used was suitable for processing as research data.

Table 5. Results of Validity Test of Work Discipline Variable (X2)

No	Questionnaire	r count	r table	Information
1	Company provide related settings employee working hours based on shifts to be able to comply properly	0.341	0.266	Valid
2	The company's personnel department records or summarizes the frequency of employee	0.526	0.266	Valid

	absences.			
3	The company firmly provides sanctions to employee Which Noobey the rules	0.486	0.266	Valid
4	The company applies work regulations without discrimination towards certain employees or units.	0.485	0.266	Valid
5	Company give standard operational based on employee work shifts	0.582	0.266	Valid
6	The work standards created by the company can be understood and implemented by employees.	0.542	0.266	Valid
7	Employees can maintain the tools and work facilities used in their work.	0.699	0.266	Valid
8	Employees can use work equipment properly	0.661	0.266	Valid
9	Employee behavior at work is always get supervision from leadership	0.561	0.266	Valid
10	The company encourages inter-departmental or work units to be able to work together	0.393	0.266	Valid

Source: Processed data, 2025

Based on the data in the table above, all questionnaire items on the work discipline variable (X2) obtained a calculated r value > r table (0.266), thus all questionnaire items were declared valid. Therefore, the questionnaire used was suitable to be processed as research data.

Table 6. Results of the Validity Test of the Employee Performance Variable (Y)

No	Questionnaire	r count	r table	Information
1	Employees are able to do their work neatly	0.538	0.266	Valid
2	Employees are able to complete work according to the specified sequence.	0.380	0.266	Valid
3	Employee capable reach targetwork given by the company	0.639	0.266	Valid
4	Employee performance results exceed the results set by the company	0.404	0.266	Valid
5	Employees have knowledge related to the work for which they are responsible.	0.447	0.266	Valid
6	Employees have good abilities in every stage of their work	0.523	0.266	Valid
7	Employees are able to carry out tasks according to their job descriptions	0.529	0.266	Valid
8	Employees are able to carry out their duties and obligations according to the specified time.	0.473	0.266	Valid
9	Employees are fully responsible for the work assigned to them.	0.556	0.266	Valid

10	Employees are used to not procrastinating on their work.	0.524	0.266	Valid
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Source: Processed data, 2025

Based on the data in the table above, all questionnaire items on the employee performance variable (Y) obtained a calculated r value $>$ r table (0.266), thus all questionnaire items were declared valid. Therefore, the questionnaire used was suitable for processing as research data.

Reliability Test Results

The results of the reliability test in this study were carried out using the Statistical Package for Social Science (SPSS) for Windows Version 26 software, the results of which are as follows:

Table 7. Results of the Reliability Test of the Work Environment Variable (X1)

Reliability Statistics

Cronbach Alpha	N of Items
.770	10

Source: Processed data, 2025.

Based on the test results in the table above, it shows that the work environment variable (X1) obtained a Cronbach alpha value of 0.770 where this value is $>$ 0.600, thus it is declared reliable.

Table 8. Results of the Reliability Test of the Work Discipline Variable (X2)

Reliability Statistics

Cronbach Alpha	N of Items
.704	10

Source: Processed data, 2025.

Based on the test results in the table above, it shows that the work discipline variable (X2) obtained a Cronbach alpha value of 0.704 where this value is $>$ 0.600, thus it is declared reliable.

Table 9. Reliability Test Results of Employee Performance Variable (Y)

Reliability Statistics

Cronbach Alpha	N of Items
.669	10

Source: Processed data, 2025.

Based on the test results in the table above, it shows that the employee performance variable (Y) obtained a Cronbach alpha value of 0.669 where this value is $>$ 0.600, thus it is declared reliable.

Classical Assumption Test

Normality Test

The normality test is carried out to test whether in the regression model, The dependent and independent variables are normally or non-normally distributed. A good regression model is one with a normal or near-normal data distribution. To ensure the assumption that the equation is normally distributed, a measurement tool is used to calculate the residuals of the dependent variable.

Table 10 . Results of Normality Test Using Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test
Unstandardized Residual

N	55
Normal Parameters ^{a,b} Mean	.0000000
Standard Deviation	2.24793299
Most Extreme Differences	Absolute .059
	Positive .059
	Negative -.057
Test Statistics	.059
Asymp. Sig. (2-tailed)	.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed data, 2025.

Based on the test results in the table above, a significance value of $0.200 > 0.050$ was obtained. Thus, the distribution assumption of the equation in this test is normal.

Multicollinearity Test.

Table 11. Results of Multicollinearity Testing of Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		t		Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	10,099	3,160		3,196	.002		
Work environment (X1)	.470	.086	.564	5,484	.000	.718	1,393
Work Discipline (X2)	.275	.090	.315	3,067	.003	.718	1,393

a. Dependent Variable: Employee Performance (Y) Source: Processed data, 2025.

Based on the results of the multicollinearity test in the table above, the tolerance value for the work environment variable is 0.718 and work discipline is 0.718, where the value is less than 1, and the Variance Inflation Factor (VIF) value for the work environment variable is 1.393 and the work discipline variable is 0.718, where the value is less than 1. of 1.393, where the value is less than 10. Thus, this regression model is stated to have no multicollinearity interference.

Autocorrelation Test.

The autocorrelation test is intended to determine whether there is a correlation deviation between sample members. To determine the presence of autocorrelation, the Durbin-Watson (DW) test is performed by comparing the Durbin-Watson value with criteria or guidelines for interpretation.

Table 12. Autocorrelation Test Results with the Durbin-Watson Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778	.606	.590	2.29	1,660
a				1	

a. Predictors: (Constant), Work Discipline (X2), Work Environment (X1) b. Dependent Variable: Employee Performance (Y)

Source: Processed data, 2025.

Based on the test results in the table above, this regression model has no autocorrelation interference, this is proven by the Durbin-Watson value of 1.660 which is between the interval 1,550 – 2,460.

Heteroscedasticity Test

Table 13. Results of Heteroscedasticity Test Using Glejser Test

Coefficients ^a					
Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	-2,178	1,845		-1,180	.243
Work Environment (X1)	.085	.050	.266	1,707	.094
Work Discipline (X2)	.020	.052	.060	.386	.701

a. Dependent Variable: RES2 Source: Processed data, 2025.

Based on the test results in the table above, the Glejser test model on the work environment variable (X1) obtained a significance value of 0.094 and work discipline (X2) obtained a significance value of 0.701 where both significance values (Sig.) > 0.05. Thus, the regression model on this data is concluded to have no heteroscedasticity interference, so this regression model is suitable for use as research data.

Linear Regression Assumption Test

Table 14. Results of Multiple Regression Test of Work Environment Variable (X1) and Work Discipline (X2) on Employee Performance (Y)

Coefficients ^a					
Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	10,099	3,160		3,196	.002
Work Environment (X1)	.470	.086	.564	5,484	.000

Work Discipline (X2)	.275	.090	.315	3,067	.003
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a. Dependent Variable: Employee Performance (Y) Source: Processed data, 2025.

Based on the test results in the table above, the regression equation $Y = 10.099 + 0.470X_1 + 0.275X_2$ can be obtained. From the equation above, the following conclusions can be drawn:

1. The constant value of 10.099 means that if the work environment (X1) and work discipline (X2) variables are not considered or have a value of zero, then employee performance (Y) will only have a value of 10.099 points.
2. The value of the work environment regression coefficient (X1) of 0.470 (positive sign), this shows that every one unit increase in the work environment variable (X1) will result in an increase in employee performance (Y) of 0.470 points.
3. The value of the work discipline regression coefficient (X2) of 0.275 (positive sign), this shows that every one unit increase in the work discipline variable (X2) will result in an increase in employee performance (Y) of 0.275 points.

Correlation Coefficient

Table 15. Results of the Simultaneous Correlation Coefficient Test of Work Environment (X1) and Work Discipline (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.778 a	.606	.590	2,291

a. Predictors: (Constant), Work Discipline (X2), Work Environment (X1) Source: Processed data, 2025.

Based on the test results in the table above, a correlation coefficient value of 0.778 was obtained, where this value is in the interval of 0.600 to 0.799, meaning that the work environment and work discipline variables have a strong relationship with employee performance.

Coefficient of Determination Test

Table 16. Results of Simultaneous Test of the Coefficient of Determination of Work Environment (X1) and Work Discipline (X2) on Employee Performance (Y)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
	.778	.606	.590	2,291

Model Summary

Predictors: (Constant), Work Discipline (X2), Work Environment (X1) Source: Processed data, 2025.

Based on the test results in the table above, a determination coefficient value of 0.606 was obtained, so it can be concluded that the work environment and work discipline variables have an effect on employee performance variables of 60.6%, while the remainder of $(100-60.6\%) = 39.4\%$ is influenced by other variables that were not researched.

Hypothesis Testing

Table 17. Hypothesis Test Results (t-Test) of Work Environment Variable (X1) On Employee Performance (Y)

		Unstandardized ed		Standardize d Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	14,950	2,944		5,077	.000
	work environment (X1)	.609	.078	.731	7,798	.000

a. Dependent Variable: Employee Performance (Y) Source: Processed data, 2025.

Based on the test results in the table above, the calculated t value is $> t$ table or $(7.798 > 2.006)$. This is also supported by a significance value of <0.050 or $(0.000 < 0.050)$. Thus, H_01 is rejected and H_{a1} is accepted, this indicates that there is a significant influence between the work environment on the performance of PT Rekso Nasional Food employees at McDonald's Edutown Tangerang Branch.

Table 18. Hypothesis Test Results (t-Test) of Work Discipline Variable (X2) On Employee Performance (Y)

		Unstandardized ed		Standardized Coefficients	t	Sig.
Mod e		B	Std. Error	Beta		
1	(Constant)	18,124	3,485		5,200	.000
	Work Discipline (X2)	.537	.095	.614	5,669	.000

a. Dependent Variable: Employee Performance (Y)
Source: Processed data, 2025.

Based on the test results in the table above, the calculated t value is $> t$ table or $(5.569 > 2.006)$. This is also strengthened by a significance value of <0.050 or $(0.000 < 0.050)$. Thus, H_02 is rejected and H_{a2} is accepted, this indicates that there is a significant influence between work discipline on the performance of PT Rekso Nasional Food employees at McDonald's Edutown Tangerang Branch.

Table 19. Results of Simultaneous Hypothesis Testing (F Test) of Work Environment (X1) and Work Discipline (X2) on Employee Performance (Y)

		ANOVA ^a				
Mod el		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	419,054	2	209,527	39.92	.000

				9	b
Residual	272,873	52	5,248		
Total	691,927	54			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Discipline (X2), Work Environment (X1)

Source: Processed data, 2025.

Based on the test results in the table above, the calculated F value is obtained $> F$ table or $(39.929 > 2.780)$, this is also strengthened by the significance < 0.050 or $(0.000 < 0.050)$. Thus, H_03 is rejected and H_{a3} is accepted, this shows that there is a significant simultaneous influence between the work environment and work discipline on the performance of employees of PT Rekso Nasional Food, McDonald's Edutown Tangerang Branch.

CONCLUSION

1. The work environment has a significant effect on employee performance, with the regression equation $Y = 14.950 + 0.609X_1$ obtained, a correlation value of 0.731, meaning that the two variables have a strong relationship. The coefficient of determination value is 53.4%, and the hypothesis test obtained t count $> t$ table or $(7.798 > 2.006)$. Thus, H_01 is rejected and H_{a1} is accepted, meaning that there is a significant influence of the work environment on employee performance. employees of PT Rekso Nasional Food McDonald's Edutown Tangerang Branch.
2. Work discipline has a significant effect on employee performance with the regression equation $Y = 18.124 + 0.537X_2$ obtained a correlation value of 0.614 meaning that the two variables have a strong level of relationship. The coefficient of determination value is 37.8% and the hypothesis test obtained t count $> t$ table or $(5.569 > 2.006)$. Thus, H_02 is rejected and H_{a2} is accepted meaning that there is a significant influence of work discipline on employee performance at PT Rekso Nasional Food, McDonald's Edutown Tangerang Branch.
3. The work environment and work discipline simultaneously have a significant influence on employee performance, with the regression equation $Y = 10.099 + 0.470X_1 + 0.275X_2$. The correlation value of 0.778 means that the independent variable with the dependent variable has a strong level of relationship. The coefficient of determination value is 60.6% while the remaining 39.4% is influenced by other variables. The hypothesis test obtained the calculated F value $> F$ table or $(39.929 > 2.780)$. Thus, H_03 is rejected and H_{a3} is accepted. This means that there is a significant simultaneous influence of the work environment and work discipline on the performance of employees of PT Rekso Nasional Food, McDonald's Edutown Tangerang Branch.

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