

Work Stress and Work Discipline on Employee Performance at PT Fast Food Indonesia Tbk

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ABSTRACT

Purpose: This study aims to analyze the effect of work stress and work discipline on employee performance at PT Fast Food Indonesia Tbk and examine the simultaneous influence of both variables.

Methodology: This study employed a quantitative approach with an associative research design. The sample consisted of 40 employees selected using a saturated sampling technique. Data were collected through questionnaires using a Likert scale. The data were analyzed using IBM SPSS through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, and the coefficient of determination test.

Results: The findings reveal that work stress has a negative and significant effect on employee performance, while work discipline has a positive and significant effect. Simultaneously, work stress and work discipline significantly influence employee performance at PT Fast Food Indonesia Tbk.

Conclusion: The study concludes that effective stress management and improved work discipline are important factors in enhancing employee performance. Organizations should develop appropriate strategies to minimize excessive work stress and strengthen discipline practices.

Limitations: This study is limited by the small sample size and its focus on a single company, which may affect the generalizability of the findings.

Contribution: This study provides empirical evidence on human resource management by highlighting the importance of managing work stress and discipline to improve employee performance.

Keywords: *Employee Performance, Work Stress, Work Disciplin*

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1. Introduction

Human resources have a crucial role within a company's organizational structure, with a strategic function in ensuring operational sustainability, growth, and competitiveness amid dynamic and increasingly competitive market conditions. No company can survive or achieve sustainable profitability without the support of competent employees who perform optimally. Therefore, companies require human resources who not only possess appropriate skills and qualifications but are also able to align with the company's vision and mission in carrying out business activities ([Arsana & Purwanti, 2026](#)). In relation to other organizational resources, such as capital, materials, methods, and machines, human resources also play a highly significant role ([Vallennia et al., 2021](#)). To maximize organizational operations, Human Resources (HR) are considered an essential element ([Wahab & Soliha, 2025](#)).

One of the key elements influencing company development and success is employee performance. The better the level of employee performance, the greater the possibility for a company to achieve its objectives effectively. Conversely, poor employee performance can become a serious obstacle that potentially disrupts company operations. Therefore, employee performance cannot be separated from organizational success, particularly in the context of strategic human resource management. A high level of employee performance will positively contribute to the company's ability to achieve predetermined targets ([Setyawati, Aryani, & Ningrum, 2018](#)).

One factor associated with employee performance is work stress. Work stress refers to a condition of emotional and physical pressure experienced by employees due to a mismatch between job demands and their abilities or available resources. High levels of stress that are not properly managed can reduce work enthusiasm and motivation, increase work errors, and ultimately decrease performance, while also potentially triggering employees' intentions to resign. Since stress interferes with employees' work processes, their performance may decline. In many cases, employees tend to demonstrate higher discipline when they feel satisfied with their jobs. Conversely, low morale may encourage employees to develop negative work behaviors ([Setyawati et al., 2018](#)). Work stress reduces employee performance, making stress management a critical concern for companies today ([Negara, 2023](#)).

In addition to work stress, another factor related to employee performance is work discipline. Discipline reflects the extent to which employees comply with organizational regulations, operational standards, and work responsibilities. Low levels of discipline, such as lateness, absenteeism, or a lack of initiative, can directly affect customer service quality and the achievement of organizational targets. Work discipline is one of the important components of human resource management, as it ensures that employee behavior aligns with organizational values, standards, and regulations ([Hidayatun & Isyanto, 2025](#)). Work discipline is an operative function of human resource management because the level of employee discipline within a company has a positive relationship with organizational performance, resulting in higher-quality employees ([Musdalifah et al., 2022](#)). Discipline is an important factor affecting performance because it helps prevent delays in starting work, leaving work early, or other behaviors caused by negligence and lack of responsibility ([Anwar et al., 2022](#)).

PT Fast Food Indonesia Tbk is a company that holds the sole franchise rights for the KFC brand in Indonesia, with a large number of employees distributed across various regions. To maintain business sustainability, the company must effectively manage internal factors that influence employee performance, including work stress and employee discipline. Issues related to work stress and work discipline may directly or indirectly affect employee performance and ultimately influence overall organizational performance. Based on the identified problems at PT Fast Food Indonesia Tbk, high levels of work stress are caused by excessive workloads, limited career development opportunities, and an unsupportive work environment. Meanwhile, problems related to work discipline include employee lateness, leaving the workplace during working hours, failure to complete assigned tasks on time, and unauthorized absences without clear reasons. To examine work discipline conditions, the following table presents employee attendance data from PT Fast

Food Indonesia Tbk Ciracas Office, specifically records of employee lateness during the last three months (March, April, and May 2025).

Table 1. Employee attendance: Late arrivals

Month	Number of Employees Arriving Late
March	2 employees
April	1 employee
May	1 employee
Total	4 employees

Table 1 shows that employee lateness at PT Fast Food Indonesia Tbk Ciracas Office was relatively low. Only two employees experienced lateness in March, while the number decreased to one employee in April and May. This condition indicates that most employees demonstrate good time discipline and compliance with organizational working hours. Previous research conducted by [Santoso and Gandung \(2025\)](#) found that work stress and work discipline significantly affected employee performance at PT Fajar Mitra Krida Abadi. [However, Alam and Wanialisa \(2021\)](#) found that work discipline did not have a significant partial effect on employee performance. These differences indicate the need for further investigation regarding the relationship between work stress, work discipline, and employee performance. Therefore, this study aims to analyze the effect of work stress and work discipline on employee performance at PT Fast Food Indonesia Tbk, both partially and simultaneously.

2. Literature Review and Hypothesis/es Development

2.1 Work Stress

According to [Rahmawati \(2024\)](#), stress is a response that occurs when individuals are exposed to problems, risks, or pressure that may influence their behavior and way of thinking. Work stress, according to [Hasibuan \(2022\)](#), is a condition in which individuals, particularly employees, experience pressure caused by workload ([Putri & Puspitasari, 2023](#)). Furthermore, Badeni defines work stress as mental pressure experienced by individuals when facing high expectations or critical situations, which are often accompanied by challenges and uncertainty that may affect their emotional state, thoughts, and physical condition ([Fitriano, Chandra, Gunawan, Jovita, Risliana, & Sari, 2020](#)). Hasibuan explains that work stress is a form of tension experienced by employees that affects their way of thinking, emotions, and overall condition ([Wardani & Jasmari, 2023](#)). Based on several definitions of work stress, it can be concluded that work stress is a common condition experienced by employees, and excessive work stress may disrupt psychological and physical stability, thereby affecting employees' thoughts, behavior, and ability to perform their tasks.

According to [Liawati and Widowati \(2021\)](#), stress factors (stress antecedents) can be categorized into four main dimensions. First, extraorganizational stressors refer to various factors originating outside the work environment, including social and technological changes, family conditions, workplace relocation, economic situations, racial and social class factors, differences in perception, and inequality in opportunities for employees to receive rewards or promotions. Second, organizational stressors include factors arising within the organization, such as administrative policies and strategies, rigid organizational structures, unfavorable working conditions, responsibilities that are not balanced with authority, limited opportunities to express complaints, and inadequate reward systems. Third, group stressors involve a lack of team cohesiveness, which occurs when employees do not experience a sense of togetherness due to work designs that separate individuals, restricted interactions by supervisors, or insufficient social support from colleagues. Fourth, individual stressors are associated with personal characteristics, including personality types, perceptions of self-control, learned helplessness, psychological resilience levels, and internal conflicts arising from individual frustration. According to [Johan, Saragih, and Fitriano \(2021\)](#), the

indicators and dimensions of work stress consist of environmental stress, organizational stress, and individual stress.

2.2 Work Discipline

Work discipline reflects employees' willingness, awareness, and ability to comply with organizational regulations and applicable social norms. Work discipline represents an employee's readiness, awareness, and capability to obey company rules and social standards ([Gustina, 2024](#)). Management process implemented to strengthen organizational guidelines ([Liawati & Widowati, 2021](#)). Work discipline has an important function in human resource management because employees with strong discipline generally achieve better work results and demonstrate commitment in completing their responsibilities ([Karyono, 2021](#)).

According to [Gracia and Lusiana \(2025\)](#), work discipline consists of several types. First, self-discipline contributes significantly to achieving organizational goals because employees with personal discipline understand their responsibilities, are able to manage their behavior independently, and demonstrate respect toward themselves and others. Second, group discipline refers to a condition where employees within a group work synergistically and optimally, with each individual performing their roles and responsibilities appropriately. This condition can be achieved when all members uphold collective discipline in the workplace.

Third, preventive discipline is a strategy implemented by organizations to create a conducive organizational culture, encouraging employees to voluntarily comply with established regulations. This approach develops internal awareness and discipline without external pressure. Fourth, corrective discipline refers to actions taken to provide guidance or consequences for employees who violate organizational rules. Its purpose is to prevent repeated violations and improve employee compliance. Fifth, progressive discipline refers to the implementation of gradual sanctions, where penalties become more severe when violations are repeatedly committed, ranging from verbal warnings, suspension, to termination depending on the severity of the violation.

Several factors influence work discipline. According to Sutrisno, these factors include inadequate compensation, lack of leadership role models, unclear regulations, lack of leadership courage in taking action, insufficient supervision, limited attention to employees, and the absence of habits that support strong discipline ([Sari, Hidayati, & Baskoro, 2023](#)). Meanwhile, [Rahmawati \(2024\)](#) states that factors affecting employee discipline include compensation, leadership example, clear organizational rules, leadership firmness in enforcing regulations, employee supervision, and organizational attention toward employees.

Compensation influences employee discipline because employees tend to comply with regulations when they perceive that the rewards received are proportional to their contributions ([Ngaliman, Saijiyo, & Firdayani, 2026](#)). Leadership example is also important because employees often use leaders as role models in terms of attitudes, behavior, and compliance with organizational rules. Furthermore, clear and consistent regulations provide guidance for employees to behave according to organizational expectations. Leadership firmness in implementing sanctions fairly can encourage employees to avoid repeated violations. Continuous supervision ensures that employee activities remain aligned with organizational procedures, while attention and empathy from leaders can strengthen employee loyalty and discipline ([Rahmawati, 2024](#)).

According to Sutrisno, the indicators and dimensions of work discipline include compliance with time regulations, compliance with company regulations, compliance with work behavior regulations, and compliance with other organizational regulations ([Ariyanti, Anjasmari, & Handayani, 2024](#)). Compliance with time regulations is reflected in employees' adherence to working hours, break schedules, and predetermined working hours. Compliance with company regulations refers to employees' obedience to organizational guidelines related to workplace appearance, behavior, and ethical standards. Meanwhile, compliance with work behavior regulations is demonstrated through employees' ability to perform tasks according to their responsibilities and maintain professional relationships with other work units. Compliance with other organizational regulations refers to employees' awareness and willingness to follow various

rules regarding permitted and prohibited behaviors within the company. Furthermore, Singodimedjo in Sutrisno explains that work discipline indicators include regulations related to working hours, attendance, workplace behavior, task completion procedures, relationships with other work units, and employee compliance with organizational rules ([Siagian, 2023](#)).

2.3 Employee Performance

Employee performance is one of the important factors determining organizational success because it reflects employees' ability to achieve organizational goals through their work outcomes. Performance as the quality and quantity of work achieved by employees in carrying out their duties according to their responsibilities ([Irhamudin, 2019](#)). Meanwhile, employee performance refers to the work results achieved by employees in supporting organizational objectives, reducing losses, and developing employees who are capable of completing tasks effectively within an organization ([Nabila et al., 2024](#)).

Employee performance is influenced by several factors, including ability, role clarity and acceptance, work motivation, competence, work facilities, work culture, leadership, and work discipline ([Oktavia, 2024](#)). Ability refers to employees' personality, skills, and work interests that determine their suitability and effectiveness in performing assigned tasks. Role clarity and acceptance describe the extent to which employees understand and accept their responsibilities within the organization. Work motivation represents internal encouragement that provides energy, direction, and persistence in achieving work objectives. Competence refers to employees' technical skills and capabilities in completing tasks effectively. Work facilities include organizational infrastructure and resources that support operational activities. Work culture reflects employee behaviors that demonstrate creativity, innovation, and positive values in the workplace. Leadership refers to leaders' attitudes and actions in guiding, directing, and motivating employees to achieve optimal performance. Meanwhile, work discipline represents organizational rules that must be followed by employees to ensure organizational goals are achieved effectively and efficiently.

Employee performance dimensions consist of quantity of work, quality of work, efficiency, work discipline, initiative, accuracy, leadership, honesty, and creativity ([Nurjaya, 2021](#)). Quantity of work refers to the amount of output produced by employees within a specific period, while quality of work reflects the level of quality achieved through the work process. Efficiency relates to the optimal utilization of resources through effective and cost-efficient approaches. Work discipline reflects employees' compliance with organizational regulations as a form of professional responsibility. Initiative refers to employees' ability to make decisions independently and complete tasks without continuous direction. Accuracy describes employees' ability to perform tasks carefully and achieve expected results. Leadership refers to the ability to influence, guide, and provide direction to others in achieving organizational goals. Honesty represents employees' integrity and moral values in carrying out responsibilities, while creativity refers to the ability to generate new ideas and innovative solutions to overcome workplace problems.

Furthermore, [Oktavia \(2024\)](#) states that employee performance indicators include quantity of performance, quality of performance, time achievement, supervision, cost control, and employee relationships. Quantity of performance is measured based on the amount of work output produced by employees, while quality of performance is assessed through the quality of results generated from work processes. Time achievement refers to employees' ability to complete assigned tasks within predetermined deadlines. Supervision is required to ensure that employee performance remains aligned with organizational objectives despite changing conditions. Cost control refers to employees' ability to manage organizational expenses according to predetermined budgets. In addition, employee relationships represent cooperation and harmonious interactions among employees and between employees and organizational leaders.

3. Methodology

The study uses work stress and work discipline as independent variables, while employee performance is used as the dependent variable. This research aims to examine the effect of work stress and work discipline on employee performance at PT Fast Food Indonesia Tbk. The study

utilizes SPSS Version 23 as the data analysis tool, with several tests conducted, including data quality tests, classical assumption tests, and the coefficient of determination test. The data were collected through questionnaires distributed to employees of PT Fast Food Indonesia Tbk, involving 40 respondents selected using a saturated sampling technique. Saturated sampling is a sampling method in which all members of the population are included as research samples. This technique is generally applied when the population size is relatively small or when a study requires a high level of generalizability with minimal sampling error.

4. Results and Discussion

4.1 Respondent Characteristics

Table 2. Respondent characteristics

Characteristics	Category	Number	Percentage (%)
Age	20–30 years	7	17.5
	31–40 years	18	45
	>40 years	15	37.5
	Total	40	100
Educational Background	Senior High School/Vocational School	9	22.5
	Diploma	12	30
	Bachelor/Master/Doctoral Degree	19	47.5
	Total	40	100
Working Period	<1 year	5	12.5
	1–5 years	17	42.5
	6–10 years	11	27.5
	>10 years	7	17.5
	Total	40	100
Gender	Male	27	67.5
	Female	13	32.5
	Total	40	100

Table 2 shows the majority of respondents were in the age group of 31–40 years, consisting of 18 employees (45%), followed by respondents aged above 40 years with 15 employees (37.5%), and respondents aged 20–30 years with 7 employees (17.5%). This indicates that the respondents were predominantly employees in the 31–40 years age group. Regarding educational background, respondents came from various educational levels. A total of 9 respondents (22.5%) had graduated from senior high school or equivalent, 12 respondents (30%) held a diploma qualification (D1–D3), and 19 respondents (47.5%) had undergraduate, master's, or doctoral degrees. Based on working period, the largest proportion of employees had work experience of 1–5 years, with 17 respondents (42.5%), while 5 respondents (12.5%) had worked for less than one year, indicating that they had relatively limited work experience. Furthermore, among the 40 respondents who completed the questionnaire, the majority were male employees, totaling 27 respondents (67.5%), while female respondents accounted for 13 respondents (32.5%). This indicates that most respondents in this study were male employees.

4.2 Validity Test

Measurement scale or research instrument is considered valid when the tool used for data collection is able to accurately measure what it is intended to measure. Validity reflects the accuracy of a measurement instrument in assessing the research object. An instrument is considered valid if the

calculated r-value (R-count) is greater than the table value (R-table). Conversely, if the R-count value is lower than the R-table value, the instrument is considered invalid (Yulianti, Malinda, & Hadjri, 2026).

Table 3. Validity test of work stress

Variable	Statement Item	R-Count	R-Table	Description
Work Stress	$X_{1.1}$	0.664	0.312	Valid
	$X_{1.2}$	0.444		Valid
	$X_{1.3}$	0.509		Valid
	$X_{1.4}$	0.526		Valid
	$X_{1.5}$	0.552		Valid
	$X_{1.6}$	0.584		Valid
	$X_{1.7}$	0.662		Valid

Table 3 shows that all statement items measuring the work stress variable (X_1) obtained a calculated R-value (R-count) higher than the R-table value of 0.312. The highest R-count value was recorded at 0.664, while the lowest value was 0.444, indicating that all indicators used to measure work stress met the required validity criteria. Therefore, all questionnaire items related to the work stress variable are considered valid and appropriate for further analysis.

Table 4. Validity test of work discipline

Variable	Statement Item	R-Count	R-Table	Description
Work Discipline	$X_{2.1}$	0.463	0.312	Valid
	$X_{2.2}$	0.532		Valid
	$X_{2.3}$	0.593		Valid
	$X_{2.4}$	0.545		Valid
	$X_{2.5}$	0.468		Valid
	$X_{2.6}$	0.590		Valid
	$X_{2.7}$	0.620		Valid
	$X_{2.8}$	0.454		Valid
	$X_{2.9}$	0.596		Valid
	$X_{2.10}$	0.525		Valid

Table 4 shows that all statement items for the work discipline variable (X_2) obtained calculated R-values (R-count) higher than the R-table value, indicating that all indicators used to measure work discipline meet the validity requirements. The highest R-count value was recorded at 0.620, while the lowest value was 0.454, demonstrating that each item has an adequate correlation with the measured variable. Therefore, all questionnaire items for the work discipline variable are declared valid and suitable for further statistical analysis.

Table 5. Validity test of employee performance

Variable	Statement Item	R-Count	R-Table	Description
Employee Performance	Y.1	0.477	0.312	Valid
	Y.2	0.568		Valid

Variable	Statement Item	R-Count	R-Table	Description
Employee Performance	Y.3	0.589	0.312	Valid
	Y.4	0.593		Valid
	Y.5	0.573		Valid
	Y.6	0.520		Valid
	Y.7	0.579		Valid
	Y.8	0.522		Valid
	Y.9	0.483		Valid
	Y.10	0.592		Valid

Table 5 shows that all statement items for the employee performance variable (Y) obtained R-count values higher than the R-table value of 0.312. The highest R-count value was recorded at 0.593, while the lowest value was 0.477, indicating that all indicators used to measure employee performance met the validity requirements. Therefore, all questionnaire items for the employee performance variable are declared valid and suitable for further statistical analysis.

4.3 Reliability Test

Reliability refers to the extent to which a questionnaire used as an indicator of a variable or construct produces consistent results (Fitriano et al., 2020). A reliability test is conducted to determine the consistency and stability of the research instrument in measuring the variables being studied. A questionnaire is considered reliable when the Cronbach Alpha value exceeds the predetermined standard value.

Table 6. Reliability test

Variables	Reliability Value	Significance Standard	Description
Work Stress	0.640	0.60	Reliable
Work Discipline	0.727	0.60	Reliable
Employee Performance	0.740	0.60	Reliable

Table 6 shows all research instruments are categorized as reliable because each variable obtained a Cronbach Alpha value greater than 0.60. The work stress variable obtained a reliability value of 0.640, work discipline obtained 0.727, and employee performance obtained 0.740. These results indicate that all questionnaire items have good internal consistency and can be trusted for measuring the research variables.

4.4 Classical Assumption Test

4.4.1 Normality Test

The normality test was conducted to determine whether the residual values in the regression model were normally distributed. This test is important because a normal distribution is one of the assumptions required for conducting the t-test and F-test. The normality assessment was performed using histogram analysis,

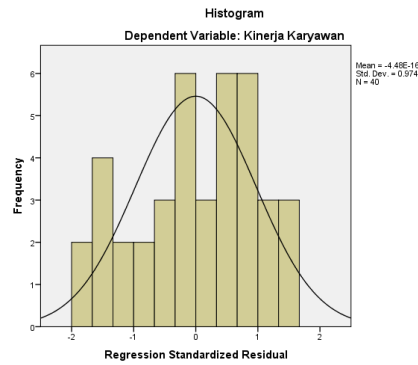


Figure 1. Histogram

Figure 1 shows the residual data distribution forms a curve that resembles a normal distribution pattern with a symmetrical shape in the middle area. The histogram does not show any extreme deviations or irregular patterns from the expected normal curve, indicating that the residual values are normally distributed. Therefore, the regression model meets the normality assumption, and the data are appropriate for further statistical analysis.

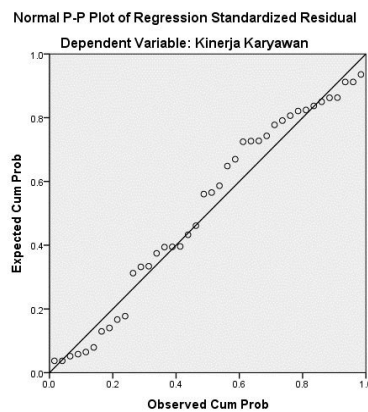


Figure 2. P-P plot

Figure 2 shows most residual points follow the diagonal line, indicating a good alignment between the expected and observed values. This condition shows that the regression model residuals are normally distributed. Therefore, the normality assumption of the regression model is fulfilled and the data can be further analyzed using statistical methods.

Table 7. Shapiro-Wilk normality test

Statistic	Kolmogorov-Smirnov ^a		Statistic	Shapiro-Wilk		
	<i>df</i>	Sig.		<i>df</i>	Sig.	
X_1	0.172	40	0.004	0.945	40	0.053
X_2	0.126	40	0.110	0.964	40	0.224
Y	0.119	40	0.165	0.965	40	0.249

Table 7 shows that the significance value for the work stress variable (X_1) is 0.053, the work discipline variable (X_2) is 0.224, and the employee performance variable (Y) is 0.249. Since all significance values are greater than 0.05, it can be concluded that all variables are normally distributed. These findings indicate that the research data meet the normality assumption and are appropriate for further analysis using multiple linear regression.

4.4.2 Multicollinearity Test

According to [Mardalena, Fachrudin, and Indrawan \(2026\)](#), the multicollinearity test aims to determine whether there is a relationship or correlation among independent variables in a regression model. Multicollinearity can be detected by examining the Tolerance value and the Variance Inflation Factor (VIF). If the VIF value is less than 10 or the Tolerance value is greater than 0.10, it indicates that there is no multicollinearity problem. Conversely, a VIF value greater than 10 or a Tolerance value below 0.10 indicates the presence of multicollinearity in the regression model ([Wibisono & Catrayasa, 2026](#)).

Table 8. Multicollinearity test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.647	6.356	—	2.147	.038	—	—
	Work stress	.563	.312	.387	1.803	.080	.359	2.786
	Work discipline	.293	.232	.270	1.260	.216	.359	2.786

Table 8 shows both independent variables obtained a Tolerance value of 0.359 and a VIF value of 2.786. Since the Tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that there is no serious multicollinearity problem between work stress and work discipline. This indicates that the independent variables do not have excessive correlations with each other in the regression model and are appropriate for further analysis.

4.4.3 Heteroscedasticity Test

One method used to detect the presence or absence of heteroscedasticity is through a scatterplot test. The regression model is considered free from heteroscedasticity if the residual points are randomly distributed around the zero axis and do not form a specific pattern.

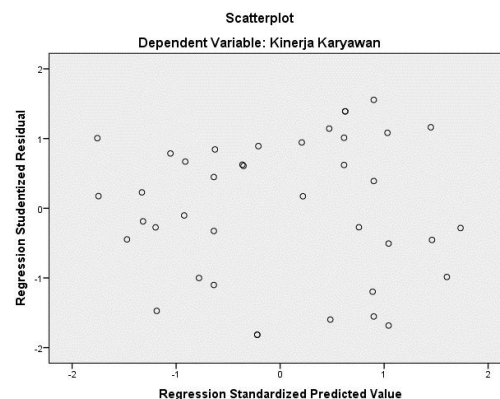


Figure 3. Heteroscedasticity test

Figure 3 shows the distribution of residual points does not show a specific pattern, such as straight lines, curves, or other systematic forms. The points are randomly distributed around the zero axis and spread relatively evenly across the observation area. This indicates that the homoscedasticity assumption is fulfilled, meaning that the regression model does not contain heteroscedasticity problems.

4.5 Multiple Linear Regression Analysis

According to [Priyanti and Dewi \(2026\)](#), regression analysis aims to determine the relationship between independent variables and the dependent variable.

Table 9. Multiple linear regression test

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.405	5.829	–	3.329	.002
	X_1	-.653	.210	-.515	-3.102	.004
	X_2	1.017	.180	.938	5.647	.000

Table 9 shows the work stress variable (X_1) has a regression coefficient of -0.653 with a significance value of 0.004 (<0.05). These results indicate that work stress has a negative and significant effect on employee performance. Meanwhile, the work discipline variable (X_2) has a regression coefficient of 1.017 with a significance value of 0.000 (<0.05), indicating that work discipline has a positive and significant effect on employee performance. Therefore, both independent variables, namely work stress and work discipline, significantly influence employee performance, with opposite directions of influence. Based on the multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 19,405 - 0,653X_1 + 1,017X_2 \quad (1)$$

Formula 1 shows the constant value of 19.405 indicates that when work stress (X_1) and work discipline (X_2) are assumed to have a value of zero, the predicted value of employee performance (Y) is 19.405. The coefficient of work stress (X_1) is -0.653, meaning that every one-unit increase in work stress will decrease employee performance by 0.653 units, assuming other variables remain constant. Conversely, the coefficient of work discipline (X_2) is 1.017, indicating that every one-unit increase in work discipline will increase employee performance by 1.017 units. These findings confirm that work stress negatively affects employee performance, while work discipline contributes positively to improving employee performance.

4.6 Hypothesis Testing

4.6.1 F-Test (Simultaneous Test)

Table 10. t-test results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.405	5.829	–	3.329	.002
	X_1	-.653	.210	-.515	-3.102	.004
	X_2	1.017	.180	.938	5.647	.000

Table 10 shows the work stress variable (X_1) obtained a significance value of 0.004, which is lower than the significance level of 0.05 ($0.004 < 0.05$). Therefore, the alternative hypothesis (H_{a1}) is accepted, and the null hypothesis (H_{o1}) is rejected. The calculated t-value for work stress is -3.102, while the t-table value is 2.024 ($df=38$). Since the absolute value of the calculated t-value is greater than the t-table value, it can be concluded that work stress has a significant partial effect on employee performance.

The t-test results also show that the work discipline variable (X_2) obtained a significance value of 0.000, which is lower than the significance level of 0.05 ($0.000 < 0.05$). Therefore, the alternative hypothesis (H_{a2}) is accepted, and the null hypothesis (H_{o2}) is rejected. The calculated t-value for work discipline is 5.647, while the t-table value is 2.024 ($df=38$). Since the calculated t-value is

greater than the t-table value, it can be concluded that work discipline has a significant partial effect on employee performance.

4.6.2 F-Test (Simultaneous Test)

Table 11. F-test results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	199.210	2	99.605	16.609	.000
Residual	221.890	37	5.997	–	–
Total	421.100	39	–	–	–

Table 11 shows the calculated F-value is 16.609, which is greater than the F-table value of 3.253. This indicates that work stress (X_1) and work discipline (X_2) simultaneously have a significant effect on employee performance (Y). Furthermore, the significance value obtained is 0.000, which is lower than the significance level of 0.05 ($0.000 < 0.05$). Therefore, the null hypothesis (H_{03}) is rejected, and the alternative hypothesis (H_{a3}) is accepted. These results indicate that the regression model involving work stress and work discipline simultaneously provides a significant effect on employee performance.

4.7 Coefficient of Determination Test

The coefficient of determination (R^2) is used to assess the level of accuracy of a regression analysis model, with values ranging from 0 to 1. The coefficient of determination also explains the percentage of variation in the dependent variable (Y) that can be explained by the independent variables (X). A higher R^2 value indicates that the independent variables have a greater ability to explain changes in the dependent variable.

4.7.1 Partial Coefficient of Determination Test

Table 12. Partial coefficient of determination test of work stress

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.603	.363	.347	2.656

Table 12 shows the R-Square value is 0.363, indicating that the Work Stress variable (X_1) contributes 36.3% to the variation in Employee Performance (Y). Meanwhile, the remaining 63.7% is explained by other factors outside the research model that were not examined in this study. These results indicate that work stress has a moderate contribution in explaining changes in employee performance.

Table 13. Partial coefficient of determination test of work discipline

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.580	.336	.319	2.713

Table 13 shows the R-Square value for the work discipline variable (X_2) is 0.336, meaning that work discipline contributes 33.6% to the variation in employee performance (Y). The remaining 66.4% is influenced by other factors outside the research model that were not included in this study. This finding shows that work discipline also provides a contribution to explaining employee performance variations.

4.7.2 Simultaneous Coefficient of Determination Test

Table 14. Simultaneous coefficient of determination test

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.624	.390	.357	2.636

Table 14 shows the R-Square value is 0.390, indicating that work stress (X_1) and work discipline (X_2) simultaneously contribute 39% to the variation in employee performance (Y). Meanwhile, the remaining 61% is explained by other factors outside the regression model that were not investigated in this study. These results indicate that work stress and work discipline together have a contribution to explaining employee performance at PT Fast Food Indonesia Tbk.

4.8 Discussion

4.8.1 The Effect of Work Stress on Employee Performance

The t-test results show that the work stress variable obtained a significance value of 0.004, which is lower than the significance level of $\alpha=0.05$. Based on the hypothesis testing criteria, H_{01} is rejected and H_{a1} is accepted, indicating that work stress has a significant effect on employee performance. The calculated t-value of 3.102 is greater than the t-table value of 2.026, further supporting the conclusion that work stress influences employee performance. This finding indicates that the level of work stress experienced by employees affects their work outcomes, either positively when stress functions as a motivating factor or negatively when excessive stress disrupts employee performance. These results are consistent with previous studies conducted by [Rahmawati \(2024\)](#) and [Santoso and Gandung \(2025\)](#).

4.8.2 The Effect of Work Discipline on Employee Performance

Based on the t-test results, the work discipline variable obtained a significance value of 0.000, which is lower than the significance level of $\alpha=0.05$. Therefore, H_{02} is rejected and H_{a2} is accepted, indicating that work discipline has a significant effect on employee performance. The calculated t-value of 5.647 is greater than the t-table value of 2.026, which further confirms the existence of a significant relationship between work discipline and employee performance. These results indicate that higher levels of employee work discipline lead to better performance outcomes. Good work discipline reflects responsibility, compliance with organizational regulations, and punctuality, which directly support the achievement of optimal work results. This finding is consistent with previous studies by [Tambuwun et al. \(2021\)](#), [Ristiyani et al. \(2024\)](#), [Rahmawati \(2024\)](#), and [Santoso and Gandung \(2025\)](#). However, this result differs from [Alam and Wanialisa \(2021\)](#), who found that employee performance was not significantly influenced by work discipline.

4.8.3 The Effect of Work Stress and Work Discipline on Employee Performance

Based on the results of the ANOVA test (F-test), the significance value obtained is 0.000, which is lower than the significance level of $\alpha=0.05$. Therefore, H_{03} is rejected and H_{a3} is accepted, indicating that work stress and work discipline simultaneously have a significant effect on employee performance. Furthermore, the calculated F-value of 16.609 is greater than the F-table value of 3.252, strengthening the conclusion that the regression model involving both independent variables is appropriate for explaining employee performance. This study demonstrates that the interaction between work stress and work discipline contributes to changes in employee performance simultaneously. Both factors play an important role in determining the level of employee performance within the organization. These results support previous research conducted by [Rahmawati \(2024\)](#) and [Santoso and Gandung \(2025\)](#).

5. Conclusions

5.1 Conclusion

Based on the data analysis and discussion of the research findings, the conclusions can be summarized as follows. Partially, the work stress variable (X_1) has a negative and significant effect on employee performance (Y). This is indicated by the significance value of $0.004 < \alpha = 0.05$,

resulting in the rejection of H_{01} and acceptance of H_{a1} . This finding indicates that work stress affects employee performance, where excessive levels of stress tend to reduce employee performance. Therefore, work stress represents an important factor influencing employee performance.

Partially, the work discipline variable (X_2) also has a significant effect on employee performance (Y). The significance value of $0.000 < \alpha = 0.05$ indicates that H_{02} is rejected and H_{a2} is accepted. This means that higher levels of employee work discipline are associated with better performance outcomes. Good work discipline can improve employee responsibility, punctuality, and work efficiency, which directly contribute to increased employee performance.

Simultaneously, work stress (X_1) and work discipline (X_2) have a significant effect on employee performance (Y). This is demonstrated by the significance value of $0.000 < 0.05$ and the calculated F-value being greater than the F-table value ($F\text{-count} = 16.609 > F\text{-table} = 3.252$), resulting in the rejection of H_{03} and acceptance of H_{a3} . Therefore, the regression model involving work stress and work discipline simultaneously explains a significant effect on employee performance at PT Fast Food Indonesia Tbk.

5.2 Research Limitations

This study has several limitations that should be considered. First, the research was conducted using a relatively small sample size of 40 employees from only one company, namely PT Fast Food Indonesia Tbk, which may limit the generalizability of the findings to other organizations or industries. Second, this study only examined work stress and work discipline as factors influencing employee performance, while other potential factors such as leadership style, organizational culture, work motivation, compensation, and work environment were not included in the research model. Third, the use of a questionnaire as the primary data collection method may have limitations related to respondents' subjective perceptions and potential response bias.

5.3 Suggestions and Directions for Future Research

Future research is recommended to expand the research scope by involving a larger sample size and employees from different companies or industries to improve the generalizability of the findings. Further studies may also consider incorporating additional variables, such as leadership, organizational commitment, job satisfaction, motivation, and work environment, to provide a more comprehensive understanding of employee performance determinants. In addition, future researchers are encouraged to apply longitudinal approaches or mixed-method designs to examine changes in employee stress, discipline, and performance over time and to obtain deeper insights into the factors affecting employee performance.

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