The Role of Work Engagement in Mediating the Influence of Discipline Work on Employee Performance in the Office Head of Medan Helvetia Subdistrict

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Abstract

This study aims to examine the effect of work discipline on employee performance at the Medan Helvetia Subdistrict Office through the role of work engagement as a mediating variable. Employee performance is an important factor in achieving organizational goals, with work discipline influencing the effectiveness of task implementation and the quality of public services. This study uses a quantitative approach with Structural Equation Modeling (SEM) analysis to examine the relationship between variables. The results show that work discipline has a positive and significant effect on employee performance, and work engagement acts as a mediator that strengthens the relationship between work discipline and employee performance. This study also finds that although work discipline can improve performance directly, work engagement plays an important role in deepening this effect. Therefore, it is recommended that the Medan Helvetia Sub-District Office improve time management training, the use of information technology, and strengthen communication and rewards for employees to increase their dedication and performance. The results of this study are expected to contribute to the development of human resource management in the government sector and provide policy recommendations that can improve the efficiency and quality of public services at the subdistrict level.

Keywords: Work Discipline, Employee Performance, Work Engagement

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Introduction

Employee performance is an important element in achieving the goals of government organizations, including those within the Medan Helvetia Sub-District Office. Optimal performance reflects the effectiveness of task execution, the quality of public services, and the agency's ability to respond to community demands. One factor that is often associated with employee performance is work discipline, which reflects compliance with schedules, rules, procedures, and job responsibilities. Work discipline plays an important role in creating order and consistency in the implementation of tasks, so it is often assumed to contribute to improving employee performance. In this context, research by Khair (2025) and Dinata et al (2024) shows that work discipline has a positive effect on employee performance, where disciplined employees tend to exhibit more consistent and responsible work behavior.

However, the relationship between work discipline and employee performance is not always direct and linear. In practice, employees with high levels of discipline sometimes do not show significant improvements in performance. This suggests that other factors may mediate or strengthen this relationship. One variable that is increasingly being studied as a mediator in this relationship is work engagement, which is a positive psychological state of employees characterized by energy, dedication, and absorption in their work. Employees with high work engagement tend to have stronger intrinsic motivation to complete tasks well. Saputra's (2024) research shows that work discipline has a positive effect on employee engagement, where disciplined employees tend to be more engaged in their work.

In addition, work engagement is often directly linked to improved performance. A study by Thalia (2024) found that employee engagement has a significant effect on employee performance, showing that employees who are more psychologically engaged in their work tend to contribute more to performance. Other international studies also reinforce these findings, describing work engagement as an important construct that can mediate the relationship between human resource variables and performance outcomes.

The above studies show that work engagement not only has a direct impact on performance, but also has the potential to be a mediating variable in influencing the relationship between work discipline and employee performance. Thus, work engagement can act as an important mechanism that explains how work discipline contributes to better performance through increased motivation, commitment, and psychological attachment of employees to their work.

In the context of local government agencies such as the Medan Helvetia Subdistrict Office, it is important to explore how work engagement mediates the relationship between work discipline and employee performance empirically, as there is still little research exploring this mediation model in the subdistrict bureaucracy sector. Therefore, this study aims to examine the role of work engagement in mediating the effect of work discipline on employee performance at the Medan Helvetia Subdistrict Office. The results of this study are expected to contribute to the development of human resource management science in the government sector and provide appropriate policy recommendations to improve productivity and public services at the sub-district level.

Literature Review Theoretical Framework Employee Performance Definition of Employee Performance

According to Rivai & Sagala (2020), employee performance is defined as the results achieved by an employee in carrying out the tasks assigned to them, both quantitatively and qualitatively, which are measured against standards or targets set by the organization. Employee performance covers not only quantitative aspects, but also qualitative aspects, namely how well employees can meet or exceed the expectations set by the organization in the context of their work. Employee performance also reflects the extent to which employees can make a meaningful contribution to the achievement of organizational goals. Therefore, employee

performance is not only viewed in terms of individual work results, but also in the context of their contribution to the overall success of the organization.

Factors Affecting Employee Performance

Rivai & Sagala (2020) mention that there are various factors that influence employee performance, including:

1. Individual Factors: Employees' abilities, skills, experience, motivation, and commitment are the main factors that influence their performance. Employees who have high competence and strong motivation will be more capable of producing good performance.
2. Work Environment Factors: Physical and psychological conditions in the workplace, such as relationships between employees, management policies, and available facilities, greatly affect employee performance. A supportive environment will encourage employees to work more productively.
3. Organizational Factors: Policies, organizational structure, and organizational culture can also influence employee performance. Organizations with clear policies and a positive work culture will be better able to improve employee performance.
4. Leadership Factors: The leadership style implemented in an organization can influence employee motivation and performance. Leaders who are supportive and provide clear direction tend to be able to improve team performance.
5. Job Task Factors: Clear, structured tasks that are appropriate for employees' abilities are also important factors that influence performance. When employees understand their tasks well, they tend to work better.

Employee Performance Indicators

According to Rivai & Sagala (2020), the indicators used to measure employee performance include:

1. Productivity: How much and how quickly work can be completed in accordance with predetermined targets.
2. Work Quality: The extent to which the work performed meets the standards or criteria set by the organization.
3. Efficiency: The ability of employees to complete work using minimal resources while still achieving maximum results.
4. Innovation: The ability of employees to create new ideas or better solutions in their work.
5. Commitment to the Organization: The extent to which employees are committed to achieving organizational goals and feel responsible for their work.
6. Job Satisfaction: The level of employee satisfaction with their work and working conditions, which can affect their motivation and performance.

Work Engagement Definition of Work Engagement

According to Schaufeli & Bakker (2018), work engagement is a positive and satisfying state related to work, characterized by vigor, dedication, and absorption in work. Work engagement describes individuals who have high energy, are enthusiastic about their work, and are completely immersed in their work activities.

Factors influencing work engagement

The factors that influence work engagement according to the Schaufeli & Bakker (2018) framework are:

1. Job Demands
   Job demands such as workload, time pressure, and high responsibility can encourage employees to be more disciplined in order to achieve their targets. If the demands are too heavy without adequate support, it can actually reduce discipline because it triggers stress.
2. Job Resources

Support from superiors, coworkers, role clarity, and work autonomy can increase discipline. Employees who feel supported will be more compliant with work rules and standards.

3. Personal Resources
   Individual factors such as motivation, commitment, and self-confidence also encourage employees to be disciplined. Employees with high self-regulation will be more consistent in complying with organizational rules.
4. Work Engagement
   Vigor, dedication, and absorption enable employees to work with focus, thereby maintaining work discipline. Employees who are engaged in their work tend to comply with rules because they feel their work is meaningful.

Indicators of Work Engagement

According to Schaufeli & Bakker (2018) in their study on work engagement, work engagement is defined as a positive psychological state characterized by energy, dedication, and absorption in work. They identified three main indicators of work engagement, namely:

1. Vigor: Refers to the level of energy and resilience that employees have in carrying out their tasks. Employees with high vigor will feel full of energy at work, even when facing challenges or difficulties in their work.
2. Dedication: Describes the extent to which employees feel proud, enthusiastic, and feel that their work is meaningful or challenging. Employees with high dedication feel that their work is important and valuable, and they are ready to contribute more to achieve organizational goals.
3. Absorption: Shows the level of employee engagement in their work, where they are highly focused and immersed in work activities. Employees who are fully engaged in their work often feel that time flies because they are so focused on the task at hand.

Work Discipline Definition of Work Discipline

According to Yuliana & Indrawati (2021), work discipline is the awareness of employees in carrying out their duties in accordance with organizational regulations, both in terms of attendance, punctuality, and work behavior. According to Fadillah & Ramadhan (2023), work discipline is the act of obeying rules that aim to create efficiency, effectiveness, and stability in the performance of work tasks. Work discipline is one of the important factors in improving employee performance and organizational effectiveness. According to Hasibuan (2016), work discipline is a person's awareness and willingness to obey all applicable organizational rules and social norms. Awareness here refers to a voluntary attitude to comply with the rules, while willingness describes the responsibility to carry out the established provisions.

Factors that influence Work Discipline

According to Yuliana & Indrawati (2021), work discipline is influenced by several factors, including:

1. Leadership role models Leaders who are able to set an example will encourage employees to be more compliant with rules and work in a disciplined manner.
2. Persistence in enforcing rules Employees will be more disciplined if organizational rules are enforced consistently without exception.
3. Sanctions and rewards Clear sanctions for violators and rewards for those who excel influence the level of employee discipline.
4. Job satisfaction Employees who are satisfied with their work tend to show higher levels of discipline.
5. Work environment A supportive, conducive, and comfortable environment will make it easier for employees to comply with applicable rules.

6. Fairness in the organization Fair treatment from leaders and the organization fosters trust, resulting in greater employee discipline.

Work Discipline Indicators

According to Yuliana and Indrawati (2021), the indicators of work discipline are as follows:

1. Work Attendance The level of employee attendance on a regular basis and in accordance with the established work schedule.
2. Punctuality. Employee discipline in arriving on time and completing work according to deadlines.
3. Compliance with Company Rules. Adherence to the rules, procedures, and policies that apply within the organization.
4. Responsibility in Performing Duties. Attitude and behavior in completing work diligently, without neglecting responsibilities.
5. Positive Behavior at Work. Not committing violations, maintaining work ethics, and creating a conducive work environment.

Conceptual Framework

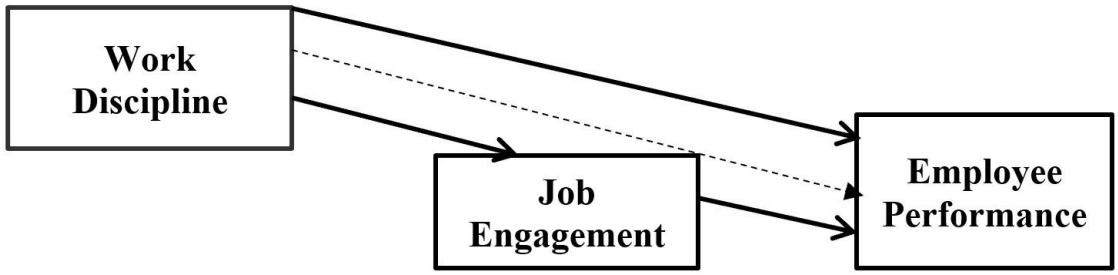

Figure 1. Conceptual Framework

Research Hypotheses

H1: Work discipline has a positive and significant effect on employee performance at the Medan Helvetia Subdistrict Office.

H2 Work discipline has a positive and significant effect on work engagement at the Medan Helvetia Subdistrict Office.

H3 Work engagement has a positive and significant effect on employee performance at the Medan Helvetia Subdistrict Office.

H4: Work discipline has a positive and significant effect on employee performance through work engagement at the Medan Helvetia Subdistrict Office.

Research Methodology Type of Research

This study uses a quantitative approach. According to Sugiyono (2018), a quantitative approach is used to study a specific population or sample, with data collection using research instruments and statistical analysis. This type of research is causal, which aims to determine the effect of independent variables on dependent variables, either directly or indirectly.

Research Location and Time

This research was conducted at the Medan Helvetia Sub-District Office, located at Jl. Beringin X No. 2, Medan Helvetia, Medan City, North Sumatra. The research was conducted from August 2025 to October 2025.

Research Population and Sample Population

According to Sugiyono (2018), the population is the area of generalization consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. The population in this study was all employees working at the Medan Helvetia Sub-District Office, totaling 85 people.

Sample

A sample is a part of the number and characteristics possessed by the population (Sugiyono, 2018). The sample determination technique in this study uses a saturated sample technique (census), which is a sampling technique where all members of the population are used as samples because the number is relatively small and accessible.
Thus, the sample size in this study was 85 respondents.

Research Data Sources

The type of data used in this study is primary data, which is data obtained directly from respondents through questionnaires. In addition, secondary data such as documents, reports, and other references that support the analysis were also used.

Results Outer Model Analysis

Outer Model Analysis using the PLS Algorithm produced the following results:
Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Job Engagement	Work Discipline
X.1			0.870
X.2			0.866
X.3			0.852
X.4			0.849
X.5			0.868
Y.1	0.884		
Y.2	0.900		
Y.3	0.877		
Y.4	0.900		
Y.5	0.890		
Z.1		0.916	
Z.2		0.892	
Z.3		0.914	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70. This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

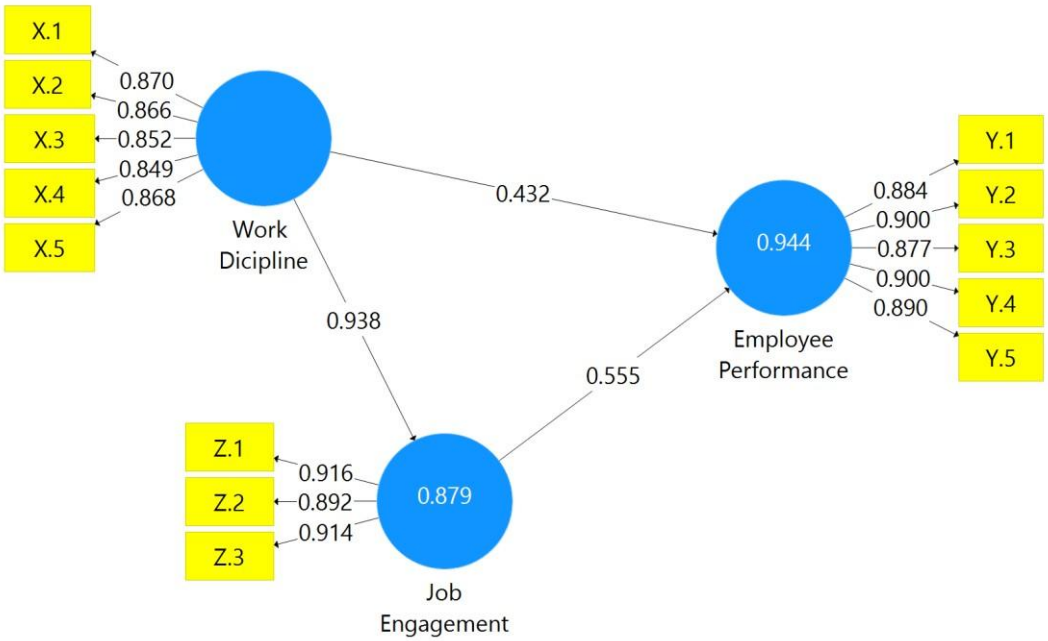

Figure 2. Outer Loading

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.935	0.935	0.950	0.793
Job Engagement	0.893	0.893	0.933	0.823
Work Discipline	0.913	0.914	0.935	0.741

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Engagement	0.879	0.878
Employee Performance	0.944	0.943

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work commitment variable, the R square value is 0.879, meaning that the influence of work discipline is 0.879 or 87.9%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.944, meaning that work discipline and work engagement account for 0.944 or 94.4%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model) Hypothesis Testing Direct Influence Between Variables

The direct effect between variables can be seen in the path coefficients. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Discipline-> Employee Performance	0.432	6.525	0.000	Accepted
Work Discipline -> Job Engagement	0.938	89,293	0.000	Accepted
Job Engagement -> Employee Performance	0.555	8.190	0.000	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct influence values:

1. Work discipline has a positive and significant effect on employee performance with a tstatistic value of 6.525 above 1.96 and a significance of 0.000 below 0.05, meaning that leadership has a real effect on performance because the significance value is below 0.05 . This study is in line with other studies that state that work discipline has a positive and significant effect on employee performance (Anggriani et al, 2025; Wachyuni et al, 2025; Arianty & Kholik, 2025; Darmilisani et al, 2024).
2. Work discipline has a positive and significant effect on work engagement with a t-statistic value of 89.293 above 1.96 and a significance of 0.000 below 0.05, meaning that leadership has a significant effect on performance because the significance value is below 0.05. This study is in line with research stating that work discipline has a positive and significant effect on employee performance (Ginting et al., 2024).
3. Job commitment has a positive and significant effect on employee performance with a tstatistic value of 8.190 above 1.96 and a significance of 0.000 below 0.05, meaning that leadership has a real effect on performance because the significance value is below 0.05.

Indirect Influence Between Variables

The indirect effect between variables can be seen in the specific indirect effects value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Work Discipline -> Job Engagement -> Employee Performance	0.520	8.275	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effect between variables, namely work discipline has a positive and significant effect on performance through work commitment with a t-statistic value of 8.275 above 1.96 and a significance value of 0.000 below 0.05, meaning that work commitment acts as an intervening variable between work discipline and employee performance.

Conclusion

1. Work discipline has a positive and significant effect on employee performance at the Medan Helvetia Subdistrict Office, with a t-statistic value of 6.525 and a p-value of 0.000.
2. Work discipline has a positive and significant effect on work engagement at the Medan Helvetia Sub-District Office, with a t-statistic value of 89.293 and a p-value of 0.000.

3. Work engagement has a positive and significant effect on employee performance at the Medan Helvetia Sub-District Office, with a t-statistic value of 8.190 and a p-value of 0.000.
4. Work discipline has a positive and significant effect on employee performance through work engagement at the Medan Helvetia Subdistrict Office, with a t-statistic value of 8.275 and a p-value of 0.000.

Recommendations

1. The employee performance variable with the lowest indicator value is "Efficiency Issues." Therefore, it is recommended that the Medan Helvetia Sub-District Office conduct training and improve employee skills in time management and information technology use. By utilizing existing technology and improving employees' ability to manage their time and tasks, it is hoped that work efficiency will increase. This training can include the use of task management systems or software that can speed up and simplify administrative processes and minimize the possibility of wasting time and resources.
2. For the work engagement variable with the lowest indicator value, namely "dedication issues," it is recommended that the Medan Helvetia Subdistrict Office improve communication and appreciation for employee contributions. Giving more appreciation for individual achievements, both formal and informal, can increase employees' sense of belonging and dedication to their work. In addition, it is important to create open channels of communication between leaders and employees so that employees feel valued, involved in decisions, and have the opportunity to provide input. Thus, employees will feel more connected and motivated to contribute more to the organization.
3. For the work discipline variable with the lowest indicator value, namely "Dedication Issues," it is recommended that the Medan Helvetia Subdistrict Office improve understanding and strengthen a culture of responsibility through guidance and the establishment of clear expectations. It is important to ensure that every employee has a clear understanding of their duties and responsibilities. Leaders can provide regular coaching to emphasize the importance of responsibility at work and set an example of expected behavior. In addition, it is important to set clear expectations of what is expected of employees in each task and provide constructive feedback so that employees can understand areas for improvement and develop a greater sense of responsibility.
4. Work discipline has a significant impact on work engagement, so it is important to pay attention to good work discipline as it will strengthen employee work engagement. Leaders need to support the enforcement of work discipline because, ultimately, work discipline will also support employee performance.

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