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**THE EFFECT OF EMPLOYEE ENGAGEMENT AND WORK DISCIPLINE ON  
EMPLOYEE PERFORMANCE AT THE NATIONAL LAND AGENCY OFFICE  
OF LANGKAT REGENCY**



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**Abstract**

The purpose of this study is to examine how much work discipline and employee engagement impact employee performance at the National Land Agency Office in Langkat Regency. The research methodology is associative and quantitative. A complete sampling technique was used to select 73 employees from the entire population. A questionnaire created using the indicators of each variable was used to gather primary data. Multiple linear regression techniques were used in data analysis, utilizing SPSS version 25 software to examine the influence concurrently and partially. The findings demonstrated that, partially and simultaneously, work discipline and employee engagement both significantly and favorably affect employee performance. This result emphasizes how crucial staff discipline and engagement are to raising the efficacy of government agency performance.

**Keywords:** Employee Engagement, Work Discipline, Employee Performance

## INTRODUCTION

Government organizations must deliver excellent, effective public services that can swiftly address community needs in the middle of a more dynamic globalization period. Organizations must be able to manage human resources (HR) effectively and adaptively in light of changes brought about by globalization, technological advancements, and rising public expectations (Supriyanto & Sasongko, 2025). Since HR is viewed as a strategic asset that is crucial to accomplishing corporate objectives, its growth, both in terms of quality and quantity, is imperative.

A key metric for assessing how successful an organization is is employee performance. Mangkunegara (2018) asserts that performance is a reflection of work outcomes that are quantified and evaluated according to the assigned duties. According to Kasmir (2019), performance encompasses both individual behavior in completing tasks within a given time frame as well as output. According to Wibisono (2017), performance can either positively or negatively contribute to the accomplishment of organizational objectives. Organizations must manage a number of internal factors, including employee involvement, motivation, and the work environment, in order to attain optimal performance.

Employee engagement is one of the key elements that affects performance. Robbins and Judge (2018) state that commitment, job satisfaction, emotional involvement, and a passion for one's work are all components of employee engagement. According to Hakanen et al. (2019), improved individual performance is favorably connected with employee engagement. This is consistent with the results of Silalahi et al. (2021), who found that highly engaged employees exhibit a high level of dedication to their work.

Workplace discipline elements boost performance in addition to employee engagement. Work discipline, according to Sutrisno (2016), is a way for supervisors and subordinates to communicate in order to establish anticipated conduct. According to Jepry (2020), punishment shows how accountable employees are for following company policies. According to Onsardi and Putri (2020), performance improves with increasing discipline. Mangkunegara (in Gultom et al., 2024) shared this opinion, stressing the value of discipline in finishing tasks on schedule and in compliance with relevant protocols.

The National Land Agency (BPN) Office of Langkat Regency, one of the technical implementing units of BPN at the district level, is where this study was carried out. This organization is in charge of overseeing land administration on a nationwide level. Civil Servants (PNS), Government Employees with Work Agreements (PPPK), and Non-Civil Servant Government Employees (PPNPN) make up the 73 employees in this office.

A pre-survey was administered to ten employees in order to get a preliminary understanding of performance and the elements that affect it. The pre-survey's findings indicated a connection between worker performance and work discipline and engagement. This result highlights the necessity for more research to ascertain the extent to which the two elements contribute to bettering worker performance at the Langkat Regency BPN Office.

According to the pre-survey, management is still concerned about staff performance, which has not achieved its peak. According to as many as 60% of respondents, employee work is of poor quality, 70% said that work goals have not been met, and 60% thought that employees had not taken full responsibility for the responsibilities assigned. Sixty percent of

those surveyed were generally unhappy with the performance. This circumstance suggests that elements that directly affect employee performance need to be assessed.

The Langkat Regency BPN Office has a very high degree of employee involvement. According to almost 60% of respondents, workers are able to adjust to the demands of their jobs, are committed to their work, and feel like valuable members of the team. According to up to 80% of respondents, workers have mastered the necessary abilities. But there is still room for development in terms of adapting to changes that are not yet ideal.

Employee work discipline still needs to be strengthened in the interim. 60% of respondents said that personnel arrive on time, according to the pre-survey results. Only 30%, meanwhile, reported complete adherence to the relevant laws and guidelines. Furthermore, just half of those surveyed thought that workers consistently displayed professional demeanors and conduct. This indicates that work practices have not properly included discipline, which can negatively affect performance and necessitates management's attention.

## REVIEW OF LITERATURE

### Employee Performance

According to Mangkunegara (2018), performance can be defined as the number and quality of job outcomes that people achieve in relation to their given duties. Performance, according to Zulpa and Setiawan (2024), is the result of personnel completing duties assigned to them in order to fulfill the organization's vision, mission, and goals. Sedarmayanti and Elianie (2015), on the other hand, define performance as the accomplishment of work done by individuals, groups, or organizations overall that can be objectively evaluated and demonstrated in tangible ways. This demonstrates that performance encompasses more than just individual accomplishment; it also involves the organization's ability to achieve its strategic objectives.

Measuring the degree to which work outputs are attained, assessing operational policies, and determining how activities affect the attainment of organizational objectives are the objectives of performance evaluation. Ability, willingness, energy, technology, pay, employee engagement, work discipline, goal clarity, security, and job happiness are some of the characteristics that affect performance, according to Pasolong (2016). According to Mangkunegara (2018), performance metrics include the quantity and quality of work completed as well as the execution of duties and obligations.

### Employee Engagement

According to Robbins and Judge (2018), commitment, job satisfaction, emotional involvement, and a passion for one's work are all components of employee engagement. Participation fosters a sense of ownership and loyalty, both of which eventually improve productivity at work. Three key areas are affected: conduct (actual acts), affective (emotions), and cognitive (style of thinking). Workers who are emotionally and cognitively engaged are more likely to be productive. They actively work toward goals, are driven to contribute as much as possible, and strongly identify with the organization's mission (Pratiwi & Rizky, 2024).

The degree of employee engagement is significantly influenced by elements including job satisfaction, leadership style, and career development chances (Robbins & Judge, 2018). Robbins and Judge (2018) state that focus on work, belonging to the firm,

possessing abilities, and adapting to change are indicators used to gauge the degree of employee engagement.

### **Work Discipline**

Work discipline, according to Sutrisno (2016), is a way for supervisors and subordinates to communicate in order to create the desired behavior. Another way to promote employee awareness and commitment to following the organization's rules and standards is through discipline. Tasks can be completed in an organized way and in accordance with guidelines when there is good discipline. Work discipline is an ideal state that enables work to be carried out in an organized and directed manner in order to ensure optimal employee performance, according to Wakhyuni, Setiawan, and Setiawan (2019).

According to Sutrisno (2016), a number of factors can affect work discipline, such as pay, leaders' excellent behavior, the clarity of applicable regulations, the bravery of leaders in enforcing rules, the efficacy of supervision, employee attention, and the development of work habits that encourage compliance. According to Sutrisno (2016), indicators used to gauge employee discipline include punctuality, compliance with corporate policies, adherence to workplace behavior standards, and compliance with other company regulations.

## **RESEARCH METHOD**

The objective of this study is to evaluate the causal relationship between independent variables, such as work discipline and employee engagement, and the dependent variable, employee performance, using a quantitative methodology and an associative research design. The study's population consists of all 73 employees of the National Land Agency (BPN) Office of Langkat Regency. The whole sampling approach, which uses the entire population as a study sample of 73 respondents, is employed because the population is quite small. Questionnaires created using indicators from each variable were sent in order to collect data. A validity test was conducted to evaluate the instrument's accuracy prior to the primary analysis, and a reliability test was conducted to gauge the measuring device's consistency.

Multiple linear regression is the data analysis technique used to observe the simultaneous and partial effects of independent variables on dependent variables. SPSS software version 25 was used to conduct this analysis. Testing on traditional assumptions, such as normality, multicollinearity, and heteroscedasticity tests, was done to make sure the regression model is appropriate for use. Following the model's compliance with these criteria, hypothesis testing is carried out, which includes the following tests: (1) the F test to observe the influence concurrently, (2) the t test to test the influence partially, and (3) the examination of the coefficient of determination.

## **RESULTS AND DISCUSSION**

### **Overview of Research Object**

A government agency under the Ministry of ATR of the Republic of Indonesia is the Office of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) of Langkat Regency. In the administrative region of Langkat Regency, North Sumatra Province, this organization is in charge of overseeing land matters and spatial planning. In order to promote overall national development, the BPN of Langkat Regency

aims to establish contemporary, effective, and equitable land and spatial governance. Legal certainty over land, sustainable spatial management, and addressing agricultural concerns through land dispute resolution and agrarian reform programs are all part of its mandate.

Land registration services, measurement, certificate issuance, spatial management, and land conflict resolution are among this agency's primary responsibilities. The organizational structure is led by the Head of Office and supported by six work units, namely the General Administration Subdivision, Land Acquisition Section, Rights Determination and Registration Section, Measurement and Mapping Section, Dispute Control and Handling Section, and Land Arrangement and Control Section. Services provided include land certificates, mortgage rights registration, community counseling, and dispute resolution. Through digitalization and service innovation, the Langkat Regency BPN Office is committed to providing public services that are prompt, accurate, transparent, and free from corruption, collusion, and nepotism.

**Respondent Characteristics**

This study was carried out utilizing quantitative methods in the BPN Office of Langkat Regency. A total of 73 employees were given questionnaires to complete in order to gather data. 8 statement items for the Employee Engagement variable (X1), 8 items for Work Discipline (X2), and 8 items for the Employee Performance variable (Y) made up the Likert scale-formatted check table used for data collection. Employee duration of service, age group, gender, and last level of education are among the characteristics of the respondents. In line with the study's goals and focus, all collected data were processed using the SPSS version 25 software to facilitate both descriptive and inferential analysis. Based on the collected questionnaire data, the following provides a general description of the characteristics of the respondents:

**Table 1.**  
**List of Respondent Characteristics**

<b>Respondent Characteristics</b>	<b>Amount</b>	<b>Presentation</b>
Gender	Man	40
	Woman	33
	<b>Amount</b>	<b>73</b>
Last Education	D1, D2, D3	15
	S1	35
	S2	15
	S3	8
	<b>Amount</b>	<b>73</b>
Age (Years)	Under 21	3
	21-30	35
	31-40	15
	40-45	10
	Above 45	10
	<b>Amount</b>	<b>73</b>
	< 1 Year	20
	13 years old	25

Length of work	4 – 6 Years	15	20.5
	> 6 Years	13	17.8
	<b>Amount</b>	<b>73</b>	<b>100</b>

Source: Processed Data (2025)

From Table 1, it can be seen that the majority of respondents were male, with a percentage of 56.3%, while women reached 43.7%. For the last level of education, most respondents completed a bachelor's degree (S1) of 48%, followed by a diploma (D1-D3) and master's degree (S2) of 20.5% each, and a master's degree (S3) of 11%. Based on age, the largest number of respondents were in the 21-30 year age range of 48%, then the 31-40 year age group of 20.5%, followed by the group over 45 years and 40-45 years, which were both 13.7%, and those under 21 years of age of 4.1%. In terms of length of service, most respondents had a working period of between 1-3 years, with a percentage of 34.3%, then less than 1 year of 27.4%, 4 to 6 years as much as 20.5%, and more than 6 years as much as 17.8%.

**Validity Test**

**Table 2.**  
**Validity Test**

Variables	Statement Items	Corrected Item Correlation	r-mean
Employee Engagement (X1)	X1.1	0.594	0.30
	X1.2	0.560	
	X1.3	0.510	
	X1.4	0.662	
	X1.5	0.593	
	X1.6	0.600	
	X1.7	0.577	
	X1.8	0.546	
Work Discipline (X2)	X2.1	0.624	0.30
	X2.2	0.521	
	X2.3	0.462	
	X2.4	0.527	
	X2.5	0.595	
	X2.6	0.811	
	X2.7	0.787	
	X2.8	0.757	
Employee Performance (Y)	Y.1	0.551	0.30
	Y.2	0.567	
	Y.3	0.560	
	Y.4	0.651	
	Y.5	0.522	
	Y.6	0.546	
	Y.7	0.608	
	Y.8	0.551	

Source: SPSS Processed Data (2025)

According to the validity test results, every question item on the variable has a correlation value of more than 0.30, indicating that every item in the questionnaire satisfies the requirements for validity.

## Reliability Test

**Table 3.**  
**Reliability Test**

Variables	Cronbach's Alpha	N of Items
Emoloyee Engagement (X1)	0.709	8
Work Discipline (X2)	0.824	8
Employee Performance (Y)	0.683	8

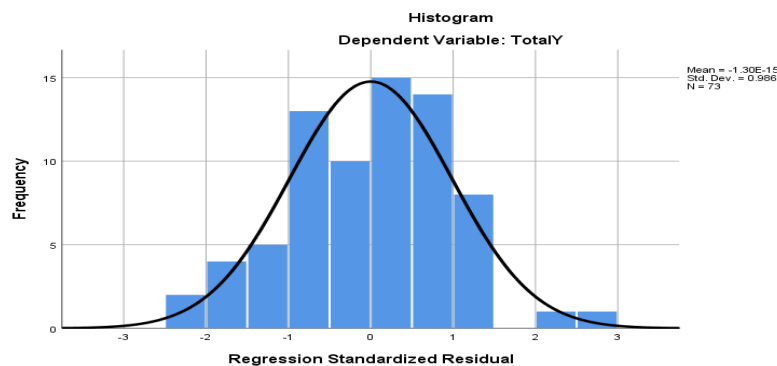
Source: SPSS Processed Data (2025)

According to the table, the variables in this study have Cronbach's Alpha values over 0.60, indicating that the questionnaire utilized has a high degree of reliability and is appropriate for more investigation.

## Classical Assumption Test

### Normality Test

### Histogram Test



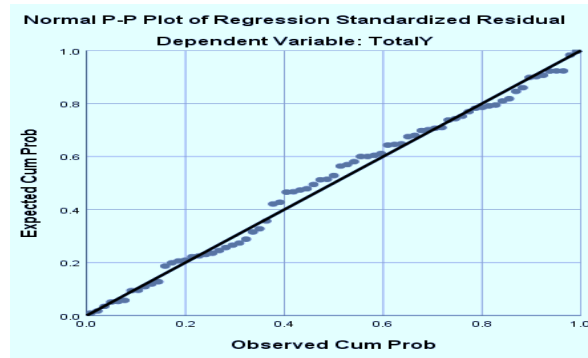
**Figure 1.**

### Histogram Test

Source: SPSS Processed Data (2025)

The distribution of standardized regression residuals for the dependent variable "Total Y" is displayed in the figure. With a mean near zero and a standard deviation of about 0.986, the residuals seem to be almost normal. These findings generally suggest that the regression analysis's assumption of residual normality has most certainly been satisfied. However, additional testing is required to confirm statistically that the residuals are normal, such as the Shapiro-Wilk or Kolmogorov-Smirnov tests.

**P Plot Test**



**Figure 2.**  
**P Plot Test**

Source: SPSS Processed Data (2025)

The Normal P-Plot Regression Standardized Residuals points typically exhibit a diagonal line pattern, as seen in the figure. This suggests that the distribution of the study's data is nearly normal, proving that the regression model satisfies the normality condition.

**Table 4.**

**Kolmogorov-Smirnov Test**

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		73
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.93083601
Most Extreme Differences	Absolute	.068
	Positive	.047
	Negative	-.068
Test Statistics		.068
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS Processed Data (2025)

The Kolmogorov-Smirnov Test result table, which is used to verify if the study data is normal, provides the Asymp. Sig. value. The significance level is 0.200, which is higher than the 0.05 limit, according to the test results ( $0.200 > 0.05$ ). Therefore, it may be said that the research data is distributed normally.

**Multicollinearity Test**

**Table 5.**  
**Multicollinearity Test**

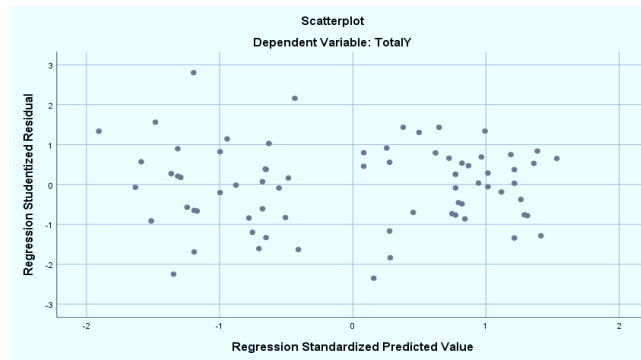
Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	4.488	2.524		1.778	.080		
Employee Engagement (X1)	.649	.109	.625	5.977	.000	.493	2.030
Work Discipline (X2)	.183	.091	.210	2.010	.048	.493	2.030

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Processed Data (2025)

According to the coefficient table, work discipline and employee engagement both have tolerance values of 0.493, which are both higher than 0.1. Furthermore, both employee engagement and work discipline have Variance Inflation Factors (VIF) values of 2.030 and 2.030, respectively, which are below 10. Thus, it can be said that there is no evidence of multicollinearity issues in this study.

**Heteroscedasticity Test**



**Figure 3.**

**Heteroscedasticity Test**

Source: SPSS Processed Data (2025)

The scatterplot analysis's findings, which are based on the image, demonstrate that the data distribution is randomly dispersed around the Y = 0 line and does not adhere to any specific pattern. This pattern's irregularity suggests that there are no issues with heteroscedasticity in this investigation.

**Multiple Linear Regression Analysis**

**Table 6.**  
**Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	4.488	2,524		1,778	.080		
Emoloyee Engagement (X1)	.649	.109	.625	5,977	.000	.493	2,030
Work Discipline (X2)	.183	.091	.210	2,010	.048	.493	2,030

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Processed Data (2025)

The table above shows the coefficient values for the independent variables, which are work discipline and employee engagement. The following is the regression equation derived from the analysis's findings:

$$Y = 4.488 + 0.649 X1 + 0.183 X2 + e$$

The explanation of this regression equation is:

1. The constant of 4.488 shows that employee performance is at that level when work discipline and employee engagement are at their best. The variables X1 and X2 contribute to variable Y if the constant count falls between +1 and -1.
2. If all other factors stay the same, the employee engagement coefficient (X1) of 0.649 means that for every unit increase in employee engagement, employee performance will also rise by 0.649.
3. With all other factors held constant, a one unit increase in work discipline will result in a 0.183 improvement in employee performance, according to the work discipline coefficient (X2) of 0.183.

**Hypothesis Testing**

**Partial Test (t Test)**

**Table 7.**  
**Partial Test (t Test)**

Model	Coefficients <sup>a</sup>						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1.(Constant)	4.488	2,524		1,778	.080		
Emoloyee Engagement (X1)	.649	.109	.625	5,977	.000	.493	2,030
Work Discipline (X2)	.183	.091	.210	2,010	.048	.493	2,030

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Processed Data (2025)

The partial hypothesis test indicates the degree of significance for each variable based on the table. Degrees of freedom (df = n - k - 1) are used to determine the t table value. Since

$n = 73$  and  $k = 2$ ,  $df = 70$ . The t-table value is 1.666914 at  $df = 70$  with a significance level of  $\alpha = 0.05$ . The following are the analysis's findings:

1) Testing the Effect of Employee Engagement on Employee Performance

It has been demonstrated that employee performance is significantly impacted by employee engagement. According to the table,  $H_0$  is rejected and  $H_1$  is approved because the significance value for this variable is  $0.000 < 0.05$ . The employee engagement t-count is 5.977. due to the fact that t count ( $5.977 > 1.666914$ ) exceeds t table. Therefore, it can be said that employee performance is significantly impacted by employee engagement.

2) Testing the Influence of Work Discipline on Employee Performance

Employee performance is also significantly impacted by work discipline.  $H_0$  is rejected and  $H_2$  is approved because the work discipline variable has a significance value of  $0.048 < 0.05$ . Work discipline has a t count of 2.010. thus t count ( $2.010 > 1.666914$ ) exceeds t table. This suggests that employee performance is significantly impacted by work discipline.

**Simultaneous Test (F Test)**

**Table 8.**  
**Simultaneous Test (F Test)**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1019.973	2	509.986	57.722	.000 <sup>b</sup>
	Residual	618.466	70	8.835		
	Total	1638.438	72			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Work Discipline (X2), Employee Engagement (X1)						

Source: SPSS Processed Data (2025)

According to the F-test results above, a significant value of  $0.000 < 0.05$  was obtained with the F table value at degrees of freedom  $nk-1 = 73-2-1 = 70$  of 3.13. Additionally, the computed F count of 57.722 exceeds the F table ( $57.722 > 3.13$ ). As a result,  $H_3$  is approved and  $H_0$  is refused. This suggests that work discipline and employee engagement both significantly affect employee performance at the same time.

**Coefficient of Determination (R<sup>2</sup>) Test**

**Table 9.**  
**Coefficient of Determination (R<sup>2</sup>) Test**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.789 <sup>a</sup>	.623	.612	2.972	.623	57.722	2	70	.000	1.623
a. Predictors: (Constant), Work Discipline (X2), Employee Engagement (X1)										
b. Dependent Variable: Employee Performance (Y)										

Source: SPSS Processed Data (2025)

According to the model summary table above, the independent variables of work discipline and employee engagement account for 62.3% of the variation in employee performance, as indicated by the R Square value of 0.623. Other factors not covered in this study are predicted to have an impact on the remaining 37.7%. Due to its higher contribution value, employee engagement is the variable that has the biggest impact on employee performance out of the two.

### **The Effect of Employee Engagement on Employee Performance**

The analysis in this study shows that employee performance is influenced by the employee engagement variable to some extent. The significance level is at  $0.000 < 0.05$ , and the computed t count value of  $5.977 > t$  table value of 1.666914. Given these findings, it can be said that staff performance at the National Land Agency Office in Langkat Regency is significantly improved by employee engagement.

Robbins and Judge's (2018) theory, which argues that employee engagement encompasses emotional involvement, job satisfaction, dedication, and employee excitement for their work, is supported by this data. Participation fosters a sense of ownership and loyalty, both of which eventually improve productivity at work. The three key areas that are affected are behavior (actual acts), affective (emotions), and cognitive (way of thinking).

Employee engagement has a positive and significant partial effect on employee performance, according to Agustin's (2020) study, "The Influence of Employee Engagement and Work Discipline on Employee Performance at the National Narcotics Agency of North Sumatra Province." The study "The Influence of Career Development, Perceived Organizational Support and Employee Engagement on Employee Performance at PT Nusantara Power Engineering Medan" by Arifah and Rizky (2024) provides further evidence that employee engagement has a positive and significant partial impact on employee performance.

### **The Effect of Work Discipline on Employee Performance**

The analysis in this study shows that employee performance is influenced by the work discipline variable to some extent. The significance value is  $0.048 < 0.05$ , and the computed t count value of  $2.010 > t$  table value of 1.666914. Therefore, it can be said that work discipline significantly and favorably affects employee performance at the Langkat Regency National Land Agency Office.

Sutrisno's (2016) thesis, which holds that discipline is a way for superiors and subordinates to communicate in order to create expected behavior, supports this conclusion. Another way to promote employee awareness and commitment to following the organization's rules and standards is through discipline.

Agustin's (2020) study, "The Influence of Employee Involvement and Work Discipline on Employee Performance at the National Narcotics Agency of North Sumatra Province," found that work discipline had no effect on employee performance, but this result differs from that of that study. However, Rista et al.'s (2024) study, "The Influence of Leadership Style, Work Discipline and Compensation on Employee Performance at PT. Pertamina Medan," supports the findings of this investigation by demonstrating that work discipline has a positive and significant impact on employee performance to a certain extent.

## **The Effect of Employee Engagement and Work Discipline on Employee Performance**

Employee performance is impacted by both work discipline and employee engagement factors at the same time, according to the study's analysis results. At a significance level of  $0.000 < 0.05$ , the computed F count value of  $57.722 > F$  table value of 3.13. Based on these findings, it can be said that in the National Land Agency Office in Langkat Regency, work discipline and employee engagement both significantly improve employee performance.

These outcomes are in line with Agustin's (2020) research, "The Effect of Employee Engagement and Work Discipline on Employee Performance at the National Narcotics Agency of North Sumatra Province," which demonstrates that work discipline and employee engagement both significantly and favorably affect employee performance at the same time. The study "The Impact of Work Engagement and Work Discipline on Employee Performance" by Grace et al. (2023) supports these findings by demonstrating that job engagement and work discipline have a positive and significant impact on employee performance at the same time.

## **CONCLUSION**

The researcher came to the following conclusions based on the findings of the study that was done:

1. **The Impact of Employee Engagement on Performance:** The analysis's findings indicate that, to a certain extent, employee engagement significantly and favorably affects employee performance. This is supported by a significance level of  $0.000 < 0.05$  and a computed t count value of  $5.977 > t$  table value of 1.666914. Therefore, it follows that the National Land Agency Office of Langkat Regency's employees will perform better the more engaged they are.
2. **The Impact of Work Discipline on Employee Performance:** The analysis's findings indicate that, to a certain extent, work discipline significantly and favorably affects employee performance. This is supported by a significance level of  $0.048 < 0.05$  and a computed t count value of  $2.010 > t$  table value of 1.666914. Stated otherwise, the higher the degree of employee discipline, the greater the performance that is generated.
3. **How Work Discipline and Employee Engagement Affect Employee Performance:** The analysis's findings demonstrate that work discipline and employee engagement both significantly and favorably affect worker performance at the same time. This is supported by a significance level of  $0.000 < 0.05$  and the computed F count value of  $57.722 > F$  table value of 3.13. As a result, the National Land Agency Office of Langkat Regency benefits greatly from the simultaneous application of work discipline and employee engagement.

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