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The Effect of Work Discipline and Work Environment on *Work Engagement* with the Mediation of Work Motivation During *Work From Home*

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Abstract: The shift in working patterns due to the pandemic and the digital era has posed new challenges for organizations in maintaining employee engagement. This study aims to analyze the effect of work discipline and work environment on work engagement, with work motivation as a mediating variable among employees of XYZ Bank during the implementation of remote work (Work From Home/WFH). The research applied a quantitative explanatory design using the PLS-SEM approach. The sample size was calculated using the Taro Yamane formula, resulting in 162 employees from various departments at XYZ Bank as respondents. Data were collected through an online questionnaire with indicators that have been tested for validity and reliability. The findings revealed that work discipline significantly affects both motivation and work engagement. Similarly, the work environment also has a significant effect on motivation and engagement, although its contribution is relatively smaller compared to discipline. Moreover, work motivation has a significant positive impact on work engagement and mediates the relationship between discipline and work environment with engagement. This indicates that employees' engagement is not only determined by compliance with rules and supportive work conditions but is also strongly influenced by intrinsic and extrinsic motivation. Theoretically, the study reinforces the relevance of the Job Demands–Resources (JD-R) Model and Self-Determination Theory (SDT) in the context of remote work. Practically, the results provide important implications for organizational management in designing discipline policies, creating a supportive work environment, and enhancing employee motivation to strengthen engagement in flexible work arrangements.

Keyword: Work Discipline, Work Environment, Work Motivation, Work Engagement, WFH

INTRODUCTION

As modern HR management theory develops, the concept of *work engagement* is gaining increasing attention as a crucial indicator for assessing the effectiveness of employee management. *Work engagement* reflects an employee's level of enthusiasm, dedication, and involvement in carrying out their duties. A study by Zeng et al. (2022) confirmed that high work engagement is positively correlated with employee performance, innovation, and retention, particularly in work environments that demand high levels of mental resilience and flexibility. In Indonesia, research by Hurriyati et al. (2023) demonstrated that *work engagement* is a key mediator in the relationship between organizational support and employee performance, particularly in post-pandemic remote work environments. Therefore, organizational efforts to build employee engagement by strengthening work culture, motivation, and a supportive work environment are becoming increasingly relevant and urgent.

Work engagement has become a significant concern, especially since the implementation of *Work From Home* (WFH) and *Work From Anywhere* (WFA) policies. While these policies provide employees with flexibility in adjusting their work time and location, several challenges have emerged in maintaining employee engagement. On-the-job experiences indicate that team interactions are more limited, communication is limited to online meetings or instant messaging, and some employees struggle to stay focused and responsive to tasks. Furthermore, the presence of physical tasks that cannot be postponed, such as assisting leaders or field coordination, presents a challenge while employees are WFH. Some employees also work from outside the city, indirectly impacting connectivity, coordination, and a sense of closeness with colleagues and the organization. This situation demonstrates that while work flexibility can support work-life balance, organizations must still design appropriate strategies to maintain employee work engagement to maintain productivity and loyalty to the organization.

Work engagement at XYZ Bank has become a key concern, especially since the implementation of the *Work From Home* (WFH) and *Work From Anywhere* (WFA) policies. While these policies provide employees with flexibility in adjusting their work time and location, several challenges have emerged in maintaining employee engagement. On-the-job experiences indicate that interactions between teams have become more limited, communication is limited to online meetings or instant messaging, and some employees struggle to stay focused and responsive to tasks. Furthermore, the presence of physical tasks that cannot be postponed, such as assisting leaders or field coordination, presents a challenge while employees are WFH. Some employees also work from outside the city, indirectly impacting connectivity, coordination, and a sense of closeness with colleagues and the organization. This situation demonstrates that while work flexibility can support work-life balance, organizations must still design appropriate strategies to maintain employee work engagement to maintain productivity and loyalty to the organization.

Based on pre-research results, it was found that the level of *work engagement* among XYZ Bank employees during WFH remains relatively low, particularly in two key dimensions: dedication and *absorption*. This is reflected in the high percentage of negative responses for both indicators. The *dedication dimension*, which reflects employees' emotional involvement in their work, such as pride, meaning of work, and enthusiasm, received an accumulated 190% of total disagree responses (the sum of the three indicator questions). Meanwhile, the absorption dimension, which describes the extent to which employees are immersed in their work, showed a more alarming figure with a total of 198% disagree responses. Various previous research results show different results based on the influence of independent variables and dependent variables. Below is a research gap related to the influence of work discipline, work environment, and work motivation on *work engagement*.

The novelty of this research lies in the simultaneous examination of the influence of work discipline and work environment on *work engagement*, with work motivation as a mediating

variable. This has not been comprehensively studied in a single integrated model, particularly in the context of public sector employees in post-pandemic Indonesia. Furthermore, this study highlights the current phenomenon of low dedication and absorption indicators in work engagement at XYZ Bank, thus offering a relevant empirical contribution to formulating strategies for strengthening work engagement through an organizational behavior approach and an adaptive work environment.

Based on this background, this study aims to analyze the influence of work discipline and the work environment on work engagement, with work motivation as the mediator, at XYZ Bank Jakarta. The novelty of this study lies in the context, approach, and combination of variables, which have not been widely explored in an integrated manner in previous studies. Several previous studies have examined the relationship between work discipline and work motivation (Anggrainy et al., 2018; Kurniasari & Maulana, 2019), the work environment and motivation (Prakoso, 2014; Agimat, 2023), and the influence of motivation on work engagement (Engidaw, 2021; Zeng et al., 2022). However, this study presents a novelty in terms of model integration, which examines the influence of work discipline and the work environment on work engagement by positioning work motivation as a simultaneous mediating variable in the context of Work From Home (WFH) at a strategic public institution like XYZ Bank. This approach has not been widely found in previous studies, which tend to only highlight the direct relationship between variables or are conducted in the private sector. This research also enriches the literature by focusing on the WFH phenomenon and the dynamics of employee engagement in the digital era, which is still relatively new in public sector bureaucratic practices in Indonesia.

METHOD

This study uses a quantitative descriptive approach that aims to describe phenomena without assessing the good or bad of a condition. Data were collected through primary data (questionnaires and internal company data such as company profiles and KPIs) and secondary data (journals, books, and online sources). The study population was 272 staff-level employees at XYZ Bank Headquarters in Jakarta, using a probability sampling technique using simple random sampling. The sample size was determined using the Taro Yamane formula with a 5% error rate, resulting in 162 respondents. The research variables consisted of work engagement as the dependent variable, work discipline and work environment as the independent variables, and work motivation as the mediating variable. The research instrument was structured based on indicators for each variable and measured using a five-point Likert scale. Data collection was carried out through a questionnaire survey and literature review. Data analysis used Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS version 4.0.9.2, because this method is suitable for predictive and exploratory models and does not require a normal distribution. Model evaluation includes the outer model (validity and reliability tests: convergent validity, AVE, discriminant validity, Cronbach's alpha, composite reliability, and rho_a) and the inner model (VIF, R², F², Q², and CVPAT tests). Hypothesis testing was conducted through bootstrapping with 10,000 resamplings using the one-tailed method, while mediation testing was conducted to assess the role of work motivation in the relationship between variables.

RESULTS AND DISCUSSION

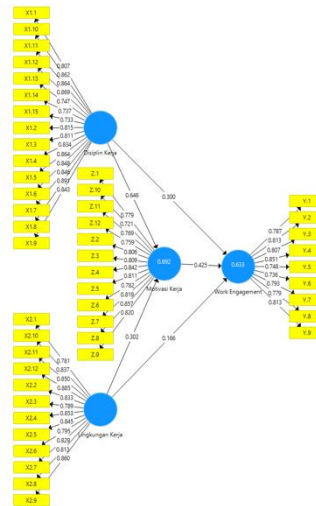
Measurement Model Analysis (*Outer Model*)

The *outer model* is used to test validity and reliability. Validity testing aims to determine whether a variable meets the criteria to be continued as part of the research. *The outer model* refers to the measurement of a variable based on its indicators. In this study, *the outer model measurement* was carried out using reliability indicators (*Outer Loading*), construct reliability

(Cronbach's α , composite reliability, and ρ_a), convergent validity (*Average Variance Extracted/AVE*), and discriminant validity (HT/MT Ratio).

Reliability Indicator (Outer Loading)

Each variable has a visible indicator . Each indicator requires an analysis of its factor loading value to evaluate its validity. The factor loading values for each indicator can be found in the following figure:



Source: Researcher Processed Results (2025)

Picture 1. Path Loading factor Stage 1

Based on Table 4.13 regarding the outer loading results, it can be seen that all indicators in the variables Work Discipline, Work Environment, Work Engagement, and Work Motivation have factor loading values above 0.70. This indicates that each indicator is reliable because it meets the minimum requirements for convergent validity in PLS-SEM analysis (Hair et al., 2021).

Construct Reliability

In *outer model analysis*, the primary objective is to assess construct reliability (Hair *et al* , 2021). The desired Cronbach's alpha value should be above 0.7 as the minimum limit (lower bound), while the composite reliability value is considered to have an upper limit of 0.95. However, according to Hair et al., (2021) , the composite reliability value should be above 0.70, although values above 0.60 are still considered acceptable. Similarly, a Cronbach's alpha value above 0.6 is still acceptable according to Hair et al., (2021) . A construct can be said to have high reliability if the composite reliability value is above 0.70. Thus, to assess construct reliability, the expected value is between 0.7 and 0.95. If the value found exceeds this number, it can be assumed that there is redundancy originating from the indicators used (Hair et al., 2021) .

Table 1. Construct Reliability

Variables	Cronbach's alpha	ρ_a	Composite Reliability	Information
Work Discipline	0.966	0.968	0.970	Reliable
Work environment	0.959	0.961	0.964	Reliable
Work motivation	0.948	0.949	0.955	Reliable
Work Engagement	0.926	0.927	0.938	Reliable

Source: Researcher Processed Results (2025)

Based on Table 1 regarding construct reliability, it can be seen that all research variables, namely Work Discipline, Work Environment, Work Motivation, and Work Engagement, have met the criteria for excellent reliability. Cronbach's Alpha values for all variables are above 0.90, with a range of 0.926 to 0.966, indicating very high internal consistency of the instrument. Similarly, the rho_A and Composite Reliability values for each variable ranged from 0.927 to 0.970, confirming that all constructs are reliable and stable for use in measurement.

Convergent Validity (Average Variance Extracted/AVE)

Furthermore, in testing construct validity in the reflective model, there is a concept known as convergent validity, which is a value used as a reference or benchmark. Determining the convergent validity value is based on the average variance extracted (AVE). A variable is considered valid if its AVE value is greater than 0.50 (Hair et al., 2021). The AVE and square root values are shown in Table 2.

Table 2. Convergent Validity

Variables	Average Variance Extracted (AVE)	Information
Work Discipline	0.683	Reliable
Work environment	0.691	Reliable
Work motivation	0.638	Reliable
Work Engagement	0.628	Reliable

Source: Researcher Processed Results (2025)

Based on Table 2 regarding convergent validity, it can be seen that all research variables have an Average Variance Extracted (AVE) value greater than 0.50. This indicates that the indicators used are able to explain more than 50% of the variance in their respective constructs, thus all variables are declared convergently valid (Hair et al., 2021).

Discriminant Validity (HT/MT Ratio)

Discriminant validity testing is used to determine whether an indicator of a variable has the largest outer loading on the variable it represents, compared to the outer loadings on other variables. The criterion used to test this validity is the HTMT. HTMT is the average of all correlations between indicators measuring different constructs (heterotrait-heteromethod correlation), which is then compared with the geometric mean of the correlations of indicators measuring the same construct (Hair Jr et al., 2021) .

Table 3. HT/MT Ratio

	Work Discipline	Work environment	Work motivation	Work Engagement
Work Discipline				
Work environment	0.485			
Work motivation	0.819	0.636		
Work Engagement	0.755	0.592	0.811	

Source: Researcher Processed Results (2025)

Based on Table 3 regarding the Heterotrait-Monotrait (HTMT) Ratio, it can be seen that all correlation values between variables are below the threshold of 0.90, so it can be concluded that this research instrument has met the criteria for discriminant validity (Henseler et al., 2015). This indicates that each construct (Work Discipline, Work Environment, Work Motivation, and Work Engagement) can be well distinguished from one another.

Inner Model Analysis (Structural Model)

The purpose of this inner model evaluation test is to test for the existence of multicollinearity relationships applied in the study (Hair Jr et al., 2021). The inner model results are derived from *bootstrapping* using SmartPLS, which allows us to determine the t-statistic value for each path. The parameters used to measure model quality in this inner model include the *Variance Inflation Factor (inner VIF)*, *Coefficient of Determination (R²)*, *effect size (f²)*, and *Predictive Relevance (Q²)*.

Inner VIF Value

Collinearity testing, or collinearity assessment, aims to determine whether or not each research variable exhibits collinearity. This test is based on the inner variance inflation factor (VIF), which must be less than 5.00. The inner VIF values for the independent variables are shown in the following table :

Table 4. Inner VIF Value

	Work Discipline	Work environment	Work motivation	Work Engagement
Work Discipline			1,283	2,639
Work environment			1,283	1,580
Work motivation				3,249
Work Engagement				

Source: Researcher Processed Results (2025)

Based on Table 4 regarding the Inner VIF Value, it can be concluded that the research model does not experience multicollinearity issues. This is indicated by all VIF values being below the critical limit of 5.0 (Hair et al., 2021). Specifically, the Work Discipline variable has a VIF value of 1.283 for the path leading to Work Environment, and 2.639 for the path leading to Work Engagement. These values indicate that the influence of Work Discipline on other constructs remains within safe tolerance limits, with no indication of redundancy between variables.

Coefficient of Determination (R²)

The purpose of the coefficient of determination test is to measure the extent to which the dependent variable can be explained or influenced by the independent variables. This test refers to the R² or R-square value, which ranges from 0 to 1 (Hair et al., 2021). If the coefficient of determination value approaches 1, this indicates that the independent variables are increasingly accurate in explaining the dependent variable. The R² value for each dependent variable (including the mediating variable) is presented. in the following table :

Table 5. Coefficient of Determination (R²)

	R Square	R Square Adjusted
Work motivation	0.692	0.688
Work Engagement	0.633	0.626

Source: Researcher Processed Results (2025)

Based on Table 5 regarding the Coefficient of Determination (R²), it can be seen that the research model has quite strong explanatory power against endogenous variables. The R² value is used to measure the extent to which the independent variables are able to explain the variation in the dependent variable in a structural model (Hair et al., 2021).

Effect Size (f^2)

effect size test is to determine the change in the R^2 value if one of the independent variables is removed from the model (Hair et al., 2021). This test, based on the f-square value, can determine how much the omitted independent variable contributes to the dependent variable. Hair et al., (2021) classify the contribution of effect size values into three categories: small (≥ 0.02), medium (≥ 0.15), and large (≥ 0.35). In addition, for the moderation test, the f-square value is categorized as small (0.005), medium (0.01), and large (0.025) (Hair et al., 2021). The *effect size* for mediation can be calculated manually using the upsilon mediation effect size (v), which is obtained from the product of the squares of the path coefficients. The f-square value for each independent variable (including the mediating variable) is presented in the following table:

Table 6. Effect Size (f^2)

	Work Discipline	Work environment	Work motivation	Work Engagement
Work Discipline			1,056	0.093
Work environment			0.231	0.048
Work motivation				0.152
Work Engagement				

Source: Researcher Processed Results (2025)

Based on Table 6 regarding Effect Size (f^2), it can be explained that the contribution of each variable to the endogenous variable varies. The f^2 value is used to assess the extent of influence of the exogenous variable on the endogenous variable after considering other variables in the model. According to Hair et al. (2021), the f^2 effect size categories are: 0.02 = small, 0.15 = medium, and 0.35 = large.

Predictive Relevance (Q^2)

The predictive relevance or Q-square test aims to determine whether there is a predictive effect on the dependent variable (Hair et al., 2021). This test is conducted based on the Q-square value obtained through a blindfolding procedure. Furthermore, the independent variable is considered to have predictive relevance to the dependent variable if the Q-square value is > 0 . Conversely, if the Q-square value is < 0 , then the independent variable cannot be said to have predictive relevance to the dependent variable. The Q-square values for each dependent variable are presented in the following table:

Table 7. Predictive Relevance (Q^2)

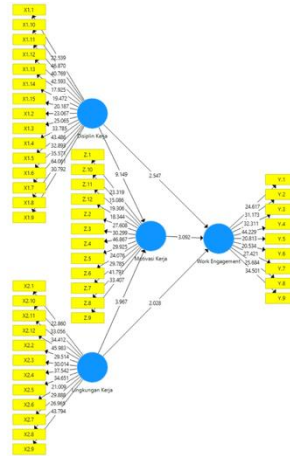
	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Work Discipline	2430,000	2430,000	
Work environment	1944,000	1944,000	
Work motivation	1944,000	1094,861	0.437
Work Engagement	1458,000	888,605	0.391

Source: Researcher Processed Results (2025)

For the Work Engagement variable, Work Engagement obtained a Q^2 value of 0.391, which is also considered high. This indicates that the independent variables (Work Discipline, Work Environment, and Work Motivation) are able to effectively explain employee work engagement during WFH.

Hypothesis Test

To evaluate the significance of the model in testing the structural model, it can be seen from the t- statistic value which shows the relationship between the independent variable and the dependent variable, which is shown in the inner model image below :



Source: Researcher Processed Results (2025)
Figure 2. Inner Model based on Path Coefficient

Based on the results of the direct effect significance test, all hypotheses in this study were statistically supported. The significance test was determined using the T-statistic ($|O/STDEV|$) and p-value, where an effect is considered significant if the T-statistic is greater than 1.96 and the p-value is less than 0.05 (Hair et al., 2021).

Discussion

The Influence of Work Discipline on Work Motivation

Field observations indicate that during the work-from-home (WFH) period, XYZ Bank employees face challenges in maintaining a work rhythm, consistent schedules, and meeting daily targets. Work discipline is a key element in overcoming the limitations of direct supervision by superiors. Employees who remain committed to working hours, targets, and procedural compliance are able to maintain their intrinsic motivation. Conversely, lax discipline tends to decrease motivation by triggering procrastination, decreasing productivity, and diminishing the sense of responsibility.

This is consistent with the high outer loadings for the Work Discipline variable, such as compliance with rules (0.869), punctuality (0.864), and work consistency (0.891). These high loadings indicate that this aspect is the strongest dimension of discipline, which then has a direct impact on increasing work motivation. In other words, both formal discipline and self-discipline are significant drivers of employee responsibility and motivation.

The Influence of Work Environment on Work Motivation

The results of the structural model test indicate that the work environment has a significant effect on work motivation. The path coefficient value obtained was 0.302 with a T-statistic of 2.547 and a p-value of 0.011. This value is greater than the threshold of $T > 1.96$ and $p < 0.05$, so the research hypothesis can be accepted. This means that the better the work environment experienced by employees, both physically and non-physically, the higher their work motivation will be.

Theoretically, these findings are consistent with Herzberg's Two-Factor Theory of work motivation, which considers the work environment a hygiene factor. If these factors are met properly (e.g., a comfortable workspace, healthy interpersonal relationships, and adequate

facilities), employees will avoid dissatisfaction, thereby increasing their motivation to work. Similarly, according to Robbins & Judge (2022), a conducive work environment creates psychological satisfaction and strengthens employees' intrinsic motivation.

The Influence of Work Discipline on Work Engagement

The results of the structural model test (inner model) showed that the Work Discipline → Work Engagement path has a significant positive path coefficient, with a T-statistic of 3.967 and a p-value of 0.000. This value indicates that the influence of discipline on work engagement is statistically strong. This means that if an employee demonstrates a high level of discipline in carrying out their duties during WFH, this directly impacts increased emotional, cognitive, and physical engagement in the work.

Domestic research supports these findings. For example, the study "Employee's Engagement, Work Discipline toward Work Satisfaction" at a transportation agency in Jambi City showed that work discipline positively influences employee engagement and performance (Sumarni et al., 2020). Furthermore, research at Bank Syariah Indonesia on the influence of work discipline, motivation, and work-life balance on engagement also found that discipline positively contributes to employee engagement levels (albeit indirectly). These two studies reinforce the finding that discipline is a relevant driver of engagement in the Indonesian workplace.

The Influence of Work Environment on Work Engagement

The direct path analysis shows that the Work Environment → Work Engagement variable produces a T-statistic = 2.028 and a p-value = 0.043, so the relationship is significant. Thus, it is empirically proven that a conducive work environment, both physical and non-physical, has a direct impact on employee engagement, although the effect is not as strong as the work discipline or motivation pathway.

The f^2 value of 0.048 for the influence of the work environment on work engagement is considered small. This indicates that, although significant, the work environment's contribution to explaining variations in work engagement is relatively limited compared to the role of other variables. This means that the work environment does play a role, but it cannot stand alone as the primary driver of engagement in this model.

Several studies in Indonesian literature have shown similar results. Robianto & Masdupi (2020) found that the work environment significantly influences work engagement, alongside career, compensation, and satisfaction. Research by Rembulan et al. (2022) also found that the work environment has a positive (though sometimes insignificant) influence on employee engagement. These results are consistent with the findings of this study, which found that the work environment is a crucial component, although not always the most dominant predictor.

The Influence of Work Motivation on Work Engagement

The significance test results show that the Work Motivation → Work Engagement path has a T-statistic of 3.092 with a p-value of 0.002. This value proves that work motivation has a significant effect on work engagement. Therefore, high work motivation encourages employees to be more enthusiastic, dedicated, and immersed in their work.

The f^2 value of 0.152 places the influence of work motivation on work engagement in the medium effect category. This means that motivation plays a fairly strong role in explaining variations in work engagement compared to other variables. This contrasts with the work environment, which has a smaller influence, and work discipline plays a stronger role through indirect channels. Work motivation, in fact, emerges as the primary predictor in directly driving employee engagement.

This finding aligns with research by Astuti et al. (2023), which found that work motivation significantly influences work engagement and acts as a mediating variable between work discipline and performance. Similarly, a study by Supriyanto et al. (2024) found that work motivation and discipline have both direct and indirect impacts on employee engagement. Furthermore, research by Engidaw (2021) in the Ethiopian public sector also supports the significant role of intrinsic motivation in increasing employee work engagement.

The Influence of Work Discipline on Work Engagement Mediated by Work Motivation

The results of the indirect influence significance test show that the Work Discipline → Work Motivation → Work Engagement path has a T-statistic value of 2.887 with a p-value of 0.004. This value is above the threshold of 1.96 for the T-statistic and below 0.05 for the p-value, so the effect is significant. Thus, work motivation is proven to play a role as a mediator in the relationship between work discipline and work engagement.

These findings indicate that the influence of work discipline on engagement is not only direct but also reinforced through work motivation. This means that when employees are disciplined in following rules, completing tasks on time, and maintaining consistency in their work, these behaviors will increase their intrinsic and extrinsic motivation. Increased motivation then encourages employees to be more enthusiastic, dedicated, and immersed in their work, resulting in higher engagement.

These results are consistent with research by Arifa & Muhsin (2018), which found that work discipline indirectly influences performance through work motivation as a mediator. Similarly, research by Andriyani et al. (2020) demonstrated that work motivation strengthens the relationship between discipline and the work environment on employee performance. Both studies confirm that motivation is a crucial variable linking disciplinary behavior to employee outcomes.

The Influence of Work Environment on Work Engagement Mediated by Work Motivation

The results of the indirect path significance test indicate that Work Environment → Work Motivation → Work Engagement has a T-statistic value of 2.490 with a p-value of 0.013. This value is above the threshold of 1.96 and a p-value <0.05, so the effect is significant. This means that work motivation is proven to mediate the influence of the work environment on employee work engagement.

These results align with the concept of Social Exchange Theory, which states that a supportive work environment creates a perception of "reciprocity." When the organization provides support, employees reciprocate with work engagement. Within the Job Demands–Resources (JD-R) framework, the work environment includes job resources that can foster motivation. High motivation then acts as a personal resource that drives engagement.

CONCLUSION

Based on the results of data processing using the PLS-SEM method, all proposed hypotheses were proven to be empirically supported. First, Work Discipline has a significant effect on Work Motivation (H1), indicating that discipline in complying with rules and completing tasks can increase employee work enthusiasm. Second, the Work Environment has a significant effect on Work Motivation (H2), which means a conducive work atmosphere, both in terms of physical and non-physical aspects, can stimulate motivation. Furthermore, the research results also found that Work Discipline (H3) and Work Environment (H4) have a significant direct influence on Work Engagement, although the influence of work discipline is more dominant. Work Motivation is also proven to have a significant influence on Work Engagement (H5), confirming that motivation is the main driver of employee engagement.

In addition to the direct effect, this study also found a significant mediating effect. Work motivation mediates the relationship between work discipline and work engagement (H6), so consistent discipline can increase engagement if it can first generate motivation. A similar finding applies to the work environment (H7), where motivation is shown to be a mechanism linking conducive working conditions to employee engagement. The results of this study confirm that the combination of work discipline, a positive work environment, and high work motivation is key to strengthening employee engagement, especially in challenging WFH situations.

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