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Work Environment and Work Experience on Employee Work Motivation: The Mediating Role of Emotional Intelligence

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ABSTRACT

This study aims to determine and analyze the influence of the work environment and work experience on emotional intelligence and work motivation of employees of the Indonesian Agro Niaga Cooperative (KANINDO) Syariah East Java. This study uses a quantitative approach by distributing questionnaires to the entire population. Data analysis uses Partial Least Square (PLS) through the SmartPLS application. The results of the study indicate that the work environment has a significant effect on emotional intelligence, work experience has a significant effect on emotional intelligence, the work environment has a significant effect on employee work motivation, work experience has a significant effect on employee work motivation, emotional intelligence has a significant effect on employee work motivation, emotional intelligence cannot mediate the influence of the work environment on employee work motivation, and emotional intelligence can mediate the influence of work experience on employee work motivation at KANINDO Syariah East Java.

Keywords: Work Environment; Work Experience; Emotional Intelligence; Work Motivation.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh lingkungan kerja dan pengalaman kerja terhadap kecerdasan emosional dan motivasi kerja karyawan Koperasi Agro Niaga Indonesia (KANINDO) Syariah Jawa Timur. Penelitian ini menggunakan pendekatan kuantitatif dengan menyebarkan kuesioner kepada seluruh populasi. Analisis data menggunakan Partial Least Square (PLS) melalui aplikasi SmartPLS. Hasil penelitian ini menunjukkan bahwa lingkungan kerja memiliki pengaruh yang signifikan terhadap kecerdasan emosional, pengalaman kerja memiliki pengaruh yang signifikan terhadap kecerdasan emosional, lingkungan kerja memiliki pengaruh yang signifikan terhadap motivasi kerja karyawan, pengalaman kerja memiliki pengaruh yang signifikan terhadap motivasi kerja karyawan, kecerdasan emosional memiliki pengaruh signifikan terhadap motivasi kerja karyawan, kecerdasan emosional tidak dapat memediasi pengaruh lingkungan kerja terhadap motivasi kerja karyawan, dan kecerdasan emosional dapat memediasi pengaruh pengalaman kerja terhadap motivasi kerja karyawan di KANINDO Syariah Jawa Timur.

Kata Kunci: Lingkungan Kerja; Pengalaman Kerja; Kecerdasan Emosional; Motivasi Kerja.

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INTRODUCTION

Human resources are an important asset in a company because they are the main factor that has the ability, talent, energy, and creativity that determine the effectiveness and success of the Company (Prasodjo, 2022). The readiness of human resources, especially related to professionalism, is an absolute must, so that in implementing the achievement of company goals, it is supported by the existence of human resources who have the ability, motivation, and work enthusiasm in carrying out each task (Kuswati, 2020). However, companies also experience problems related to human resources compared to other resource problems such as machines, materials, and funds that are technical in nature (Purnama et al., 2020). Employee motivation is one of the main problems in the company and now, many employees are less motivated with their work which leads to a decrease in work realization so that it does not fully achieve the specified target (Prasodjo, 2022). So one of the concerns that must be given by company management is how to increase employee work motivation by creating a good work environment, from the physical work aspect, work psychology, or creating good interaction between employees so that the work atmosphere created is more comfortable and harmonious. With high work motivation, employees will work more enthusiastically in carrying out their work, but on the contrary with low work motivation employees do not have the spirit to work, give up easily, and have difficulty in completing their work.

Motivation is needed in the work environment because it can encourage employees to work harder and make positive contributions. Company leaders must pay attention to factors that influence employee motivation, such as external and internal environments, knowledge, skills, work experience, physical condition, psychology, and leadership (Resi & Djakaria, 2020). Increasing work motivation is not easy because each individual has different characteristics and motivating factors. There are several factors that influence a person's motivation, these factors include individual characteristics such as attitudes towards oneself, knowledge of work, emotions, moods, and feelings of confidence (Limanihtada & Suhadi, 2018). In addition, work environment factors, relationships between employees, and salary received also play a role in influencing a person's motivation. This study aims to further examine factors related to the work environment, work experience, and emotional intelligence in relation to individual motivation. Several previous studies have shown that work motivation is influenced by many variables including the work environment (Amalia, 2021; Purnama et al., 2020), work experience (Putri & Purwanto, 2020), and emotional intelligence (Sarnoto & Romli, 2019).

According to expert opinion, the work environment consists of two components: physical and psychosocial working conditions that can affect employee enthusiasm in completing their work (Arsalani et al., 2011). Purnama et al., (2020) stated that a good work environment will motivate employees to work better and improve their performance. This opinion is consistent with the results of previous research which states that the work environment has a positive and significant effect on work motivation (Amalia, 2021; Resi & Djakaria, 2020). In addition, research by Resi & Djakaria (2020) argues that the combination of work environment and work experience will produce good compatibility in performance.

Work experience itself is formed from the knowledge and skills gained during work (Robbins & Judge, 2015). Experienced employees have the ability to solve various work problems and better skills than employees without work experience. Work experience is measured by the length of time a person has completed a job. According to the results of previous research work experience has a significant effect on work motivation variables (Putri & Purwanto, 2020).

The next factor that influences work motivation is emotional intelligence. Emotional intelligence is the ability to motivate oneself, manage moods, understand other people's emotions, manage demands of the heart, and be able to handle frustration (Goleman, 2012). Employees with good emotional intelligence can motivate themselves and control their every desire. They are able to regulate moods and maintain emotional balance when faced with stress. Several research results show contradictory results regarding the influence of emotional intelligence on work motivation. On the one hand, there is a positive and significant influence between emotional intelligence and student learning motivation (Sarnoto & Romli, 2019). However, on the other hand, partially emotional intelligence does not have a significant influence on work motivation (Pardede & Indrawati, 2020).

The concept of emotional intelligence itself is a new phenomenon in industrial psychology and is important in the world of work. Having good emotional intelligence can help someone in working together and can also motivate someone in achieving organizational goals. A person's emotional intelligence itself can be influenced by internal factors such as physical health, experience, and emotions, as well as external factors such as family environment, community environment, and work environment (Walgito, 2008). This opinion is

supported by research results that show a significant influence between the work environment and employee emotional intelligence (Shipley et al., 2010; Sujila et al., 2023).

This study examines the influence of work environment and work experience on emotional intelligence and its impact on employee work motivation at the Indonesian Agro Niaga Cooperative (KANINDO) Syariah East Java. KANINDO Syariah East Java is a rapidly growing sharia cooperative in the Malang City area with 13 branch offices. The products offered include capital loans, financing, savings, and investment services. KANINDO Syariah East Java has experienced obstacles in achieving the company's goals. The company is trying to improve employee motivation which is considered less than optimal. Based on observations made by the author and information from employees, on average they experience problems in managing emotions and communicating, as well as differences of opinion. The work environment is also inadequate with inadequate performance support facilities, such as lighting, air conditioning, noise, and piles of documents around the desk. This can cause fatigue and loss of concentration at work. Meanwhile, work experience reflects a person's understanding and skills in their work. Employees with good experience tend to be more efficient in completing tasks. However, there are also employees who are less effective due to differences in abilities, skills, and experience in completing tasks.

The decline in employee motivation and work spirit is caused by several factors related to the phenomenon, so increasing motivation is the main key in every company including KANINDO Syariah East Java. Therefore, a joint commitment is needed to continue to increase employee motivation so that the company's goals can be achieved as expected.

LITERATURE REVIEW

Work Motivation

Employees need motivation to carry out their tasks and work well. Motivation comes from the Latin "movere" which means encouragement or movement. Motivation is a need that drives action to achieve goals. While work motivation is a factor that increases enthusiasm for work (Purnama et al., 2020). Motivation comes from the word motive which means effort or power that moves a person to do something to achieve a goal (Sardiman, 2019). This shows that motivation is an internal drive that can come from needs, desires, or goals that individuals want to achieve.

Robbins & Judge (2015) stated that motivation is a factor that drives employees to achieve the goals of their motives. Robbins & Judge (2015) also defines employee motivation as an important factor in achieving company goals, because motivated employees tend to be more productive and contribute positively to the success of the company. Therefore, leaders need to understand employee motives and motivations to increase their work enthusiasm. With this understanding, leaders can support employees in achieving the desired results. Employee work motivation indicators according to Maslow in Robbins & Judge (2015) are the hierarchy of needs, consisting of physiological, safety, social, esteem, and self-actualization needs. Maslow believed that higher needs would only emerge after lower needs were met.

Emotional Intelligence

Emotional intelligence can be learned and improved through self-awareness, emotional management, self-motivation, empathy, and social skills (Goleman, 2012). Goleman (2012) also explains that emotional intelligence is the ability to recognize and understand emotions in oneself and others, also involves the ability to motivate oneself and manage emotions well, both for oneself and in relationships with others. While other opinions by Mayer and Salovey emotional intelligence is defined as the ability to recognize emotions, create and achieve feelings that help the mind, understand emotions and their meaning, and manage feelings so that they support emotional and intellectual development (Stein & Book, 2002).

Work Experience

Work experience is the process of forming knowledge and skills through participation in tasks and jobs (Resi & Djakaria, 2020). Work experience is the process of forming understanding or skills in doing a job. This happens through involvement in carrying out work tasks. Work experience can also be measured by the length of time or work period that a person has completed in carrying out their tasks and jobs. Another opinion explains work experience is the process of forming understanding or skills about the method of doing a job because of their involvement in carrying out the tasks of a job (Manullang, 2012).

Experience provides benefits because employees will be familiar with the work they face. Work experience

also helps employees' personal development in facing changes in the future (Bill, 2001). Bill (2001) stated that there are several indicators that can be used to measure work experience. One of these indicators is the number of years of work experience a person has in a particular field. In addition, the level of knowledge and skills carried out in the job can also be an indicator of a person's work experience. In addition, Bill (2001) also emphasized the importance of paying attention to the types of projects or tasks that a person has faced in measuring work experience. This can provide an idea of how diverse and complex a person's work experience is in dealing with various situations and challenges in the workplace.

Work Environment

Work environment includes internal and external factors that can affect employee work enthusiasm in completing tasks (Rezita, 2014). Meanwhile another opinion defines the work environment as tools, materials, work mechanisms, and work regulations in the workplace both individually and in groups (Sedarmayanti, 2017).

The work environment can affect employee motivation. A good work environment can increase employee morale, while a bad work environment can decrease employee morale (Amalia, 2021). According to Sedarmayanti (2017), the work environment can be divided into two categories: physical and non-physical. The physical work environment includes factors such as temperature, lighting, and noise, while the non-physical work environment involves aspects such as organizational culture, company policies, and relationships between colleagues. A clear understanding of both types of work environments is important for human resource management. By paying attention to and improving aspects of the physical and non-physical work environment, companies can create working conditions that support employee well-being and productivity.

Sedarmayanti (2017) stated that work environment indicators include physical factors, psychological factors, and social factors. Physical factors include temperature, noise, and lighting. Psychological factors involve work demands, supervision, and social support. Social factors include employee relations, fairness, and security. By paying attention to the work environment indicators mentioned by Sedarmayanti (2017), companies can create a better work environment. This can have a positive impact on employee morale and productivity, and help create a positive and inclusive work culture.

Based on the description of the relationship between research variables and previous empirical studies, the research model and hypothesis development are formulated as follows:

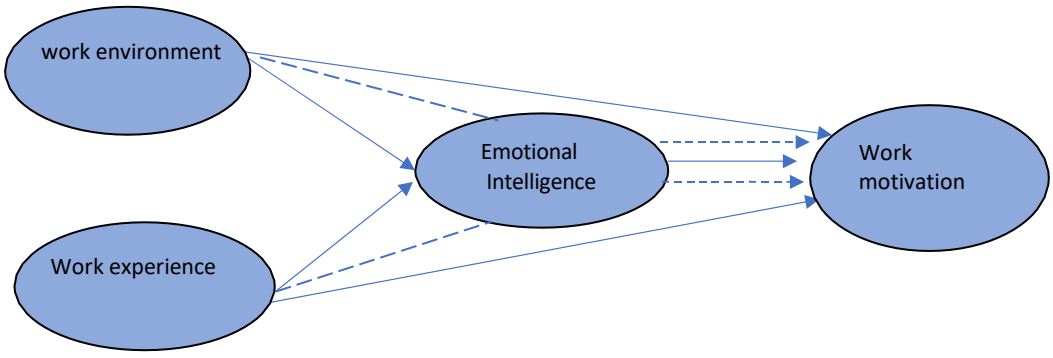

Figure 1. Research Model

Source: Processed data, 2025

Research Hypothesis

Based on the explanation of the relationship between variables and the conceptual model above, the development of the hypothesis is as follows:

H1 : The work environment has a significant effect on emotional intelligence.
H2 : Work experience has a significant effect on emotional intelligence.
H3 : The work environment has a significant effect on employee work motivation.
H4 : Work experience has a significant effect on employee work motivation.
H5 : Emotional intelligence has a significant effect on employee work motivation.
H6 : There is an indirect effect of the work environment on employee work motivation through emotional intelligence.

H7 : There is an indirect effect of work experience on work motivation through emotional intelligence.

RESEARCH METHODS

This study uses a quantitative approach, namely an approach that emphasizes testing theories or concepts through measuring variables with data analysis with a statistical approach to test hypotheses (Ghozali, 2008). Primary data is based on respondents' responses to the questionnaires distributed while secondary data is collected from books or articles or scientific journals. This study uses KANINDO Syariah East Java as the object using the total sampling method or saturated sample by providing questionnaires via Google Form to 73 employees. The data analysis technique used is the partial least square approach with path analysis processed using SmartPLS version 4 which includes testing the measurement model (outer model) to measure the validity and reliability of the data while structural testing (inner model) to test the proposed hypothesis, significance value, and R square against the research model with the bootstrapping procedure (Ghozali, 2008).

RESULTS AND DISCUSSION

Evaluation of Measurement Model (Outer Model)

The outer model is a measurement model to assess the validity and reliability of data according to requirements.

1. Validity Test

The Validity Test will show whether the indicators are declared valid when the data is processed with SmartPLS.

Table 1. Loading Factor

Work Environment Indicator (X1)	λ	Work Experince Indicator (X2)	λ	Emotional Intelligence Indicator (Z)	λ	Work Motivation Indicator (Y)	λ
X1.1	0.527	X2.1	0.489	Z1	0.622	Y1	0.751
X1.2	0.608	X2.2	0.816	Z2	0.691	Y2	0.633
X1.3	0.466	X2.3	0.817	Z3	0.796	Y3	0.585
X1.4	0.650	X2.4	0.873	Z4	0.623	Y4	0.654
X1.5	0.579	X2.5	0.858	Z5	0.708	Y5	0.598
X1.6	0.764	X2.6	0.843	Z6	0.688	Y6	0.558
X1.7	0.616	X2.7	0.720	Z7	0.661	Y7	0.692
X1.8	0.652			Z8	0.760	Y8	0.739
X1.9	0.714			Z9	0.808	Y9	0.691
X1.10	0.659			Z10	0.713	Y10	0.757
X1.11	0.718			Z11	0.688	Y11	0.708
X1.12	0.767			Z12	0.800	Y12	0.732
				Z13	0.816	Y13	0.721
				Z14	0.765	Y14	0.663
				Z15	0.634	Y15	0.677
				Z16	0.643		

Source: Processed data, 2025

If the loading factor value is more than 0.60 then the indicator can be said to be valid, but if the loading factor is less than 0.60 then the indicator is said to be invalid and must be removed from the analysis because this indicates that the indicator is not good enough to be used to measure latent variables (Ghozali, 2008). It is known in the table that there are several indicators whose values are less than 0.60, meaning that the item is invalid and is not included in the next analysis process. Then the validity test was carried out again and the following results were obtained:

Table 2. Loading Factor

Work Environment Indicator (X1)	λ	Work Experince Indicator (X2)	λ	Emotional Intelligence Indicator (Z)	λ	Work Motivation Indicator (Y)	λ
X1.4	0.645	**X2.2**	0.800	**Z1**	0.620	**Y1**	0.762
X1.6	0.769	**X2.3**	0.828	**Z2**	0.690	**Y2**	0.646
X1.7	0.570	**X2.4**	0.875	**Z3**	0.795	**Y4**	0.684
X1.8	0.706	**X2.5**	0.868	**Z4**	0.621	**Y7**	0.640
X1.9	0.746	**X2.6**	0.860	**Z5**	0.706	**Y8**	0.751
X1.10	0.696	**X2.7**	0.726	**Z6**	0.691	**Y9**	0.711
X1.11	0.753			**Z7**	0.664	**Y10**	0.788
X1.12	0.840			**Z8**	0.758	**Y11**	0.758
				Z9	0.808	**Y12**	0.762
				Z10	0.712	**Y13**	0.677
				Z11	0.687	**Y14**	0.646
				Z12	0.799	**Y15**	0.705
				Z13	0.817		
				Z14	0.767		
				Z15	0.635		
				Z16	0.643		

Source: Processed data, 2025

Based on table 2 above, it shows that the loading factor has a value of more than 0.60. The results above are declared valid and meet convergent validity. The next step is to check with Average Variance Extracted (AVE).

Table 3. *Average Variance Extracted* (AVE)

Variabel	AVE	Hasil Uji
Work Environment (X1)	0,518	Valid
Work Experince (X2)	0,685	Valid
Emotional Intelligence (Z)	0,513	Valid
Work Motivation (Y)	0,508	Valid

Source: Processed data, 2025

It is said to be valid if the AVE value is more than 0.50 (Ghozali, 2008). Based on table 4 above, it can be concluded that the AVE value is more than 0.50, meaning that all variables are declared valid.

The discriminant validity test in this study used the cross loading value, namely the loading factor value of a latent variable has a greater value when compared to other values for other latent variables (Ghozali, 2008).

Table 4. Cross Loading Results

Indicator	Work Environment (X1)	Work Experience (X2)	Emotional Intelligence (Z)	Work Motivation (Y)
LK10	0.696	0.448	0.443	0.508
LK11	0.753	0.422	0.470	0.671
LK12	0.840	0.532	0.569	0.652
LK4	0.645	0.519	0.448	0.448
LK6	0.769	0.451	0.461	0.618
LK7	0.570	0.354	0.395	0.483
LK8	0.706	0.449	0.412	0.548
LK9	0.746	0.442	0.493	0.690
PK2	0.569	0.800	0.733	0.449
PK3	0.463	0.828	0.647	0.385
PK4	0.560	0.875	0.777	0.489
PK5	0.432	0.868	0.686	0.418
PK6	0.481	0.860	0.718	0.402
PK7	0.588	0.726	0.673	0.515
KE1	0.204	0.507	0.620	0.225
KE10	0.261	0.595	0.712	0.267
KE11	0.418	0.584	0.687	0.378
KE12	0.512	0.718	0.799	0.489

KE13	0.608	0.800	0.817	0.632
KE14	0.623	0.716	0.767	0.566
KE15	0.533	0.518	0.635	0.467
KE16	0.336	0.560	0.643	0.396
KE2	0.287	0.493	0.690	0.390
KE3	0.439	0.641	0.795	0.460
KE4	0.273	0.438	0.621	0.354
KE5	0.402	0.592	0.706	0.432
KE6	0.671	0.592	0.691	0.683
KE7	0.645	0.486	0.664	0.722
KE8	0.355	0.717	0.758	0.377
KE9	0.486	0.723	0.808	0.431
MK1	0.576	0.283	0.311	0.762
MK10	0.598	0.211	0.388	0.788
MK11	0.701	0.396	0.473	0.758
MK12	0.615	0.423	0.542	0.762
MK13	0.509	0.503	0.524	0.677
MK14	0.635	0.696	0.723	0.646
MK15	0.480	0.409	0.473	0.705
MK2	0.514	0.215	0.389	0.646
MK4	0.503	0.246	0.361	0.684
MK7	0.470	0.330	0.442	0.640
MK8	0.619	0.394	0.454	0.751
MK9	0.636	0.438	0.493	0.711

Source: Processed data, 2025

The results of the discriminant validity test in the table above show the calculated value of the cross loading, where all cross loading values are above 0.5 so that it can be said that the research instrument is discriminantly valid.

2. Reliability Test

A questionnaire reliability test was conducted to see the extent of the reliability and consistency of the survey results to respondents. The reliability test was conducted using Composite Reliability and Cronbach Alpha test statistics, if the value is more than 0.70 it can be said to be good (Ghozali, 2008). The following results were obtained:

Table 5. Reliability Test

Varible	*Cronbach Alpha*	*Composite Reliability* (rho_a)	*Composite Reliabili y* (rho_c)	*t* Hasil Uji
Work Environment (X1)	0,865	0,874	0,895	Reliabel
Work Experience (X2)	0,907	0,909	0,929	Reliabel
Emotional Intelligence (Z)	0,936	0,943	0,944	Reliabel
Work Motivation (Y)	0,911	0,914	0,925	Reliabel

Source: Processed data, 2025

From the table above, it is known that the value of the Composite Reliability of the work environment, work experience, emotional intelligence, and work motivation variables is more than 0.70, so the composite reliability has a fairly high value, which means that each variable used in the study is reliable. Meanwhile, the Cronbach Alpha value is also obtained more than 0.70, which means that the variables have very good reliability. This can indicate that each latent variable has a high level of reliability to be used as a construct in a study.

Structural Model Evaluation (Inner Model)

The next step after evaluating the measurement model is evaluating the structural model. This test can be done by looking at the R-square and Q-square values. The parameters used range from 0 to 1, the higher the value, the better (Ghozali, 2008). The following are the values of R-square and Q-square:

Table 6. Coefficient of Determination Test (R-*square*)

	R-*square*	R-*square adjusted*
Emotional Intelligence (Z)	0,753	0,746
Work Motivation (Y)	0,713	0,700

Source: Processed data, 2025

Based on table 6 above, it can be concluded that both latent variables have a strong adjusted R^2 value because it is close to 1 indicating that the research model is good. In the emotional intelligence variable, the adjusted R^2 value of 0.746 means that 74.6% of the distribution of emotional intelligence variables can be explained by exogenous variables, namely the work environment, work experience, and work motivation simultaneously and the remaining 25.4% is explained by other variables not studied in this study. For the work motivation variable, the adjusted R^2 value of 0.700 can conclude that the variation value of 70% can be explained by the latent variables, namely the work environment, work experience, and emotional intelligence simultaneously and the remaining 30% is explained by other variables outside this study.

Based on the determination coefficient (R^2) value in table 6, the Q2 value can be determined with the calculation below:

$Q^2 = 1 – (1 – R1^2)(1 – R2^2)$
$= 1 – (1 – 0,753)(1 – 0,713)$
$= 1 – (0,247)(0,287)$
$= 1 – 0,070$
$Q^2 = 0,93$

Pada perhitungan nilai Q^2 diatas, didapatkan nilai sebesar 0,93 (lebih dari 0) yang menunjukkan bahwa model memiliki prediksi yang relevan.

Hypothesis Testing

This hypothesis testing is conducted to prove the significant influence between variables by looking at the parameter coefficients and t-statistic values through the bootstrapping procedure for both direct and indirect influences. The following are the Bootstrapping results using SmartPLS version 4.

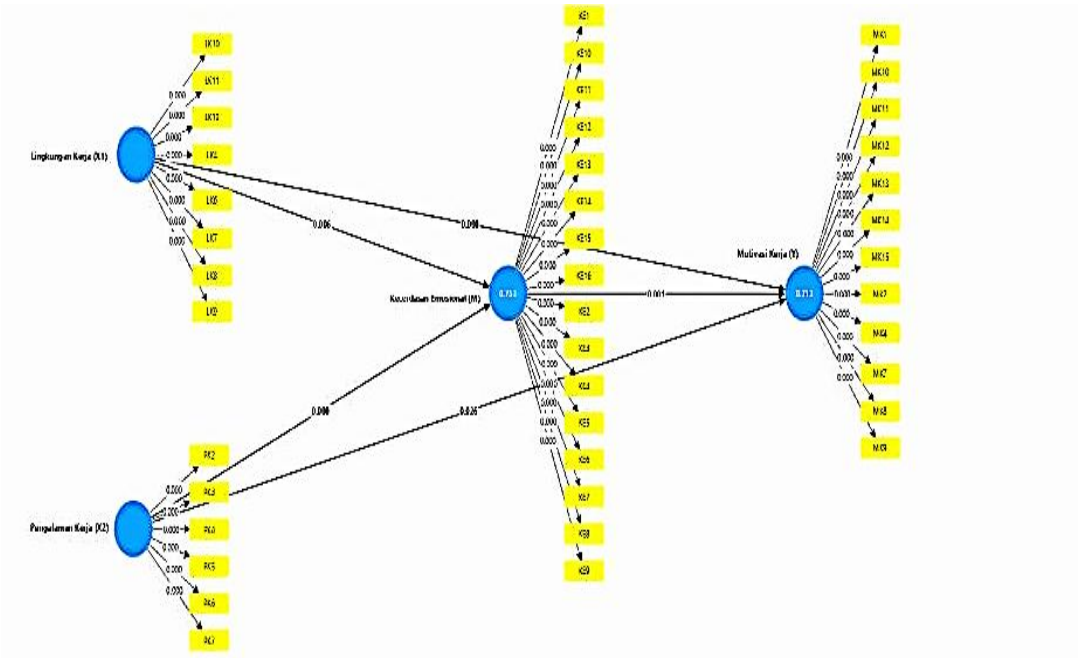

Figure 2. Bootstrapping

Source: Processed data, 2025

Table 7. *Path Coefficient*

	***Original Sample* (O)**	***Sample Mean* (M)**	***Standart Deviation* (STDEV)**	***t statistics* (IO/STDEV)**	***P values***
Work Environment (X1) -> Emotional Intelligence (M)	0,176	0,193	0,064	2,751	0,006
Work Experience (X2) -> Emotional Intelligence (M)	0,746	0,735	0,060	12,353	0,000
Work Environment (X1) -> Work Motivation (Y)	0,699	0,695	0,088	7,927	0,000
Work Experience (X2) -> Work Motivation (Y)	-0,294	-0,301	0,132	2,230	0,026
Emotional Intelligence (M) -> Work Motivation (Y)	0,461	0,471	0,140	3,299	0,001

Source: Processed data, 2025

Based on table 7 above, the direct influence test and research hypothesis can be described as follows:

1. Hypothesis test 1 shows the results of the path coefficient estimation obtained a value of 0.176 and a p-value of 0.006 <0.05 so that there is a significant influence between the work environment and emotional intelligence, thus hypothesis 1 (H1) is accepted.
2. Hypothesis test 2 shows the results of the path coefficient estimation obtained a value of 0.746 with a p-value of 0.000 <0.05 so that there is a significant influence between work experience and emotional intelligence, so hypothesis hypothesis 2 (H2) is accepted.
3. Hypothesis test 3 shows the results of the path coefficient estimation obtained a value of 0.699 with a p-value of 0.000 <0.05 meaning that there is a significant influence of the work environment on employee work motivation, so hypothesis 3 (H3) is accepted.
4. Hypothesis test 4 shows the results of the path coefficient estimation obtained a value of -0.294 with a p-value of 0.026 <0.05, meaning that there is a significant influence between work experience and employee work motivation, so hypothesis 4 (H4) is accepted.
5. Hypothesis test 5 shows the results of the path coefficient estimation obtained a value of 0.461 with a p-value of 0.001 <0.05, meaning that there is a significant influence of emotional intelligence on employee work motivation, so hypothesis 5 (H5) is accepted.

Table 8. *Path Coefficient*

	***Original Sample* (O)**	***Sample Mean* (M)**	***Standart Deviation* (STDEV)**	***t statistics* (IO/STDEV)**	***P values***
Work Environment (X1) -> Emotional Intelligence (Z) -> Work Motivation (Y)	0,081	0,091	0,042	1.913	0,056
Work Experience (X2) -> Emotional Intelligence (Z) -> Work Motivation (Y)	0,344	0,345	0,105	3,282	0,001

Source: Processed data, 2025

6. Hypothesis test 6 shows the results of the path coefficient estimation obtained a value of 0.081 and p-values of 0.056 > 0.05. Thus hypothesis 6 (H6) is rejected.
7. Hypothesis test 7 shows the results of the path coefficient estimation obtained a value of 0.344 and p-values of 0.001 < 0.05, so hypothesis 7 (H7) is accepted.

Effect Size Test

For direct influence, if the effect size value obtained is 0.02 - 0.15, it indicates that the model is weak, if it is 0.15 - 0.35, the model is said to be moderate, and if the value obtained in the effect size is >0.35, the model is said to be strong (Ghozali, 2008).

Table 9. f-Square Data Management

	f-square
Work Environment (X1) -> Emotional Intelligence (M)	0,077
Work Experience (X2) -> Emotional Intelligence (M)	1,369
Work Environment (X1) -> Work Motivation (Y)	0,959
Work Experience (X2) -> Work Motivation (Y)	0,077
Emotional Intelligence (M) -> Work Motivation (Y)	0,182

Source: Processed data, 2025

The value of the mediation effect can be calculated using the upsilon statistical measure (v). If the v value is 0.01 - 0.075, it indicates a weak mediation effect, if the v value is 0.075 - 0.175, it indicates a moderate mediation effect, and if the v value > 0.175, it indicates a high mediation effect (Ogbeibu et al., 2021).

Table 10. *Path Coefficient*

	***Original Sample* (O)**
Work Environment (X1) -> Emotional Intelligence (Z)	0,176
Work Experience (X2) -> Emotional Intelligence (Z)	0,746
Emotional Intelligence (Z) -> Work Motivation (Y)	0,461

Source: Processed data, 2025

1. Influence of work environment -> Emotional intelligence -> Work motivation Upsilon statistics
   (v) = β^2XM β^2MY
   = $(0.176)^2$ x $(0.461)^2$
   = 0.006 (weak)

2. Influence of Work Experience -> Emotional Intelligence -> Work Motivation Upsilon Statistics
   (v) = β^2XM β^2MY
   = $(0.746)^2$ x $(0.461)^2$
   = 0.119 (moderate)

The Influence of Work Environment on Emotional Intelligence

The statistical results show that hypothesis 1 is accepted, meaning that there is a significant influence of the work environment on emotional intelligence. This means that a comfortable and dynamic work environment, supported by adequate work facilities, good social interaction between fellow employees and leaders, and support from leaders and fellow co-workers will affect a person's emotional intelligence. A good work environment will also form good emotional intelligence. The results of this study support the findings of research that there is a positive and significant influence between the work environment and employee emotional intelligence. Another research also explained that the work environment is an external factor that will also have an impact on a person's emotional intelligence (Walgito, 2008), reinforced by the results of Dewantara et al. (2022) in more detail explaining the influence of the work environment on employee emotional intelligence that the work environment certainly includes bonds formed between fellow employees and leaders.

The Influence of Work Experience on Emotional Intelligence

The statistical results show that hypothesis 2 is accepted, meaning that work experience has a significant effect on emotional intelligence. These results indicate that work experience is measured by the time span that a person has completed on a job and it was found that the majority of employees at the research location have quite a long work experience so that what must be applied by employees who have a long enough work period is to be able to control their emotions, be able to detect errors and understand errors, and also be able to provide good service to customers. This will be able to improve employee performance in completing each task and job competently. These results are in line with the results of previous research by Shipley et al. (2010) which concluded that work experience is positively related to three of the four elements of emotional intelligence. It is also explained that emotional intelligence does not occur genetically but through experience. Emotional intelligence will increase with increasing age and experience.

The Influence of Work Environment on Work Motivation

The statistical results show that hypothesis 3 is accepted, indicating that there is a significant influence between the work environment and employee work motivation. These results indicate that comfort in the work environment, both in terms of work facilities, work atmosphere, and relationships with fellow coworkers and with good leaders, can trigger employee motivation to work better. This study supports the research of Purnama et al. (2020) which states that a pleasant work environment and good relationships between employees can motivate employees to work better. Strengthened by the results of other studies by Amalia (2021) which revealed that the work environment simultaneously and partially has a positive and significant effect on employee work motivation. To foster greater employee work motivation, the leadership of a company must pay attention to the employee's work environment, both the physical work environment such as lighting, air temperature, noise, layout, and security and the non-physical work environment such as good working relationships with fellow coworkers and with leaders.

The Effect of Work Experience on Work Motivation

The statistical results show that hypothesis 4 is accepted, meaning that work experience has a significant effect on work motivation. These results indicate that the longer a person's work experience, the more the employee's work motivation will increase in carrying out their duties and work. Employee work experience depends on various factors such as the work environment, the tasks given, whether or not they are satisfied with the work that has been done, and compatibility between individuals will affect their motivation while working. In general, working in a financial institution is slightly different from employees who work in other companies because of the pressure to achieve targets, high risks, and demands from customers who have diverse needs. However, the experience of each employee is certainly different, some people may have good experiences, while others may have experiences with certain challenges. Companies are expected to pay attention to the work experience of each employee so that employees are motivated to work so that they can work even better. The results of this study support the results of previous research by Putri & Purwanto (2020) that work experience has a positive and significant effect on work motivation.

The Influence of Emotional Intelligence on Work Motivation

The statistical results show that hypothesis 5 is accepted, meaning that there is a significant influence of emotional intelligence on employee work motivation. This result means that the higher the emotional intelligence of employees, the higher the employee's work motivation. Employees are able to adapt by controlling emotions, understanding mistakes that occur during the work process, to social interactions that are built between fellow coworkers, will be able to provide encouragement or motivation to the employees themselves. The results of this study are in line with research which state that there is a positive and significant influence of emotional intelligence on work motivation (Biswan, 2019; Sarnoto & Romli, 2019). However, the results of this study do not support the results of research by Pardede & Indrawati (2020) that partially emotional intelligence does not have a significant influence on work motivation. The difference in the results of this study with previous studies is because the research subjects were not distinguished based on the classification of certain jobs they had, so that is the reason why there is no significant influence between emotional intelligence and employee work motivation.

The Influence of the Work Environment on Work Motivation through Emotional Intelligence

The statistical results show that hypothesis 6 is rejected, meaning that emotional intelligence is unable to mediate the influence of the work environment on employee work motivation. The results of this study can be explained that the variables in the work environment reflected through six indicators such as lighting in the workplace, air temperature, required space for movement, availability of supporting work facilities, noise, and relationships with coworkers are able to move or provide motivation to employees in carrying out tasks to achieve company goals without employees having to have good emotional intelligence. Until now, researchers have not found previous research related to the influence of the work environment on employee work motivation through emotional intelligence. For direct influence which supports the results of previous studies by Purnama et al. (2020) and Amalia (2021) that the work environment has a positive and significant effect on employee work motivation. Likewise, previous research which stated that there is a positive and significant influence of emotional intelligence on work motivation (Biswan, 2019; Sarnoto & Romli, 2019). With the results of a significant direct influence, but the results of the indirect influence did not occur the mediating role

of emotional intelligence in the influence of the work environment on work motivation, where researchers can see how certain factors can provide an explanation related to the relationship between the observed latent variables. So this can be a concern for companies if they want to increase employee work motivation, it can be done directly either by improving the work environment or by increasing their emotional intelligence.

The Influence of Work Experience on Work Motivation through Emotional Intelligence

The statistical results show that hypothesis 7 is accepted, meaning that emotional intelligence can indirectly mediate the influence of work experience on employee work motivation. These results indicate that employees with a high level of work experience can control their emotions and understand their environment, so that their work motivation is also higher, so that work experience can affect employee work motivation. The results of this study are in line with the statements of Putri & Purwanto (2020) where partially work experience has a significant effect on employee work motivation. Research by Febrianti (2023) states that emotional intelligence has a significant positive effect on a person's work motivation. With emotional intelligence that is able to mediate the influence of work experience on work motivation, high emotional intelligence can make a person better understand their shortcomings, be able to control themselves in unpleasant work experiences, not look at things from only one side, and be able to appreciate time.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research analysis, it can be concluded that there is a significant influence of the work environment on employee emotional intelligence, there is also a significant influence of work experience on emotional intelligence. The work environment also has a significant influence on employee work motivation, work experience on work motivation also has a significant influence, and emotional intelligence has a significant influence on work motivation. As for the indirect influence, emotional intelligence is not able to mediate the influence of the work environment on employee work motivation, but emotional intelligence can mediate the influence of work experience on employee work motivation.

The suggestions that can be made to the leadership of KANINDO Syariah East Java are expected to be concerned with factors that can increase employee work motivation, such as paying attention to all aspects of the employee's work environment, both physical and non-physical. Additionally, the company is expected to always pay attention to each employee's work experience by providing good work experience such as training or workshops. Furthermore, leaders must improve the application of the emotional intelligence model for employees, such as conducting emotional intelligence training and teaching stress management skills. This seeks to encourage employees to be able to detect and control their own emotions, as well as motivate and create optimism in themselves.

For further research, it is hoped that this research can be used as a source of reference with different concepts, models, research objects, number of respondents, and data analysis. In addition, other variables can also be added that can provide an explanation of work motivation itself, supported by new theories and research.

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